

# Public Document Pack

## LINCOLN TOWN DEAL BOARD

Thursday, 27 February 2020 - 11.00 am

Committee Room 1, City Hall, Lincoln

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## Town Deal Board - Minutes 23 January 2020

### Present:

Cllr Ric Metcalfe (Cllr RM) – Leader, City of Lincoln Council  
 Angela Andrews (AA) – Chief Executive, City of Lincoln Council  
 Mary Stuart (MS) – Vice Chancellor, University of Lincoln  
 Gary Headland (GH) – CEO, Lincoln College Group  
 Cllr Richard Davies (Cllr RD) – Executive Member, Lincolnshire County Council  
 Andy Gutherson (AG) – Executive Director of Place, Lincolnshire County Council  
 Karl McCartney (KM) – MP for Lincoln  
 Ursula Lidbetter (UL) – CX, Lincolnshire Co-operative  
 Mark Speed (MS) – Head of SGT, Siemens  
 Caroline Killeavy (CK) – CX, Lincolnshire YMCA  
 Mike Timson (MT) – CEO, Visit Lincoln  
 Tim Chambers (TC) – CEO, CoolDC

### In Attendance:

Pete Holmes (PH) – Assistant Director, Cities & Local Growth Unit, BEIS  
 Prof Scott Fleming (SF) – on behalf of Bishop Grossteste University  
 Joanne Davison (JD) - on behalf of Lincolnshire PCC  
 Kate Ellis (KE) – Strategic Director, City of Lincoln Council  
 Jo Walker (JW) – Assistant Director, City of Lincoln Council

### Apologies:

Lord Cormack – House of Lords  
 Marc Jones – Lincolnshire Police & Crime Commissioner  
 Station Commander Waddington  
 Jacqui Bunce - Programme Director, Lincolnshire STP  
 Liam Scully – CX Lincoln City Football Club  
 Ruth Carver – CX GLLEP  
 Peter Neil – Vice-Chancellor, Bishop Grossteste University

### ACTION POINTS

		<b>Who:</b>	<b>When:</b>
1	Email Board members to invite suggestions on further private sector representatives in the agreed three sectors.	<b>KE</b>	24 Jan 20
2	Invite new Board members to the next meeting	<b>RM</b>	21 Feb 20
3	Date of next meeting to be set and circulated asap.	<b>JW</b>	31 Jan 20
4	Necessary arrangements for next Board meeting to be a public meeting to be put in place.	<b>AA</b>	21 Feb 20
5	Code of Conduct to be developed and circulated with next meeting agenda papers for consideration at the meeting.	<b>JW</b>	21 Feb 20
6	Declaration of Interests form to be circulated.	<b>KE</b>	21 Feb 20
7	Board Members to complete and submit to the Council their Declaration of Interests form.	<b>ALL</b>	26 Feb 20
8	County Council to lead on joining up the other Town Board linkages within wider Lincolnshire context.	<b>AG</b>	Ongoing

9	Develop the bid based on digital, skills and sustainable transport.	<b>KE/JW</b>	Update on 27 Feb 20
10	Email out for people/nominations to support the plan development.	<b>KE</b>	24 Jan 20
11	Board members to put forward people with the expertise to support the plan development.	<b>ALL</b>	30 Jan 20
12	Set up Delivery Board as agreed to co-ordinate and develop the TIP and the Town Fund bid	<b>JW</b>	31 Jan 20
13	Paper on proposed Capacity Fund spend to be presented at the next meeting.	<b>JW</b>	20 Feb 20
14	Revise the programme to target early submission of the TIP and Town Fund bid for the next meeting.	<b>JW</b>	20 Feb 20
15	Evidence base to be presented to the next meeting.	<b>JW</b>	20 Feb 20

## MINUTES

<b>1</b>	<p><b>Welcome &amp; Introductions</b></p> <p>Cllr RM warmly welcomed attendees to the first board meeting brought together in line with government guidance to seize the fantastic opportunity that the Towns Fund provides the city. Lincoln has lots of growth ambitions and working together we are excited by the possibilities.</p>	
<b>2</b>	<p><b>Overview of the Town Deal Programme</b></p> <p>PH set out the key elements of the Towns Fund Prospectus and the opportunity to bid for up to £25M with an economic regeneration focus. Supplementary guidance is coming. Good to see the business/broader community representatives invited. The bid will need clear prioritisation and the process is likely to be similar to the Growth Deal one, but this has not been finalised.</p> <p>JW set out the work in Lincoln since the Town Deal Prospectus launched.</p> <ul style="list-style-type: none"> <li>- A Readiness Checklist was submitted as requested before 19 December 2019 following input from partners at a Shadow Board earlier in November in order to meet the deadlines.</li> <li>- The Council had already commissioned Rose Regeneration &amp; the University of Lincoln to analyse key data on the city to provide an evidence base for a revised Growth Strategy for Lincoln that we will now use to provide the evidence base for the Town Investment Plan.</li> <li>- A programme for delivery of that Plan has been developed.</li> <li>- Technical work on some of the potential projects is already underway.</li> </ul>	
<b>3</b>	<p><b>Proposal and Election of Chair &amp; Vice Chair</b></p> <p>Cllr RM set out that the Board is not meant to be a creature of the Local Authority and requires an independent chair. The suggestion is that Mary Stuart from the University of Lincoln be Chair with Gary Headland as</p>	

	<p>President of the Lincolnshire Chamber of Commerce, Chair of the IOD local branch as well as CEO of the Lincoln College Group be Vice-Chair. That proposition is open of course for Board discussion.</p> <p>A discussion then followed on the selection of Chair and Vice-Chair. MS and GH left the room whilst a vote of Board members took place.</p> <p>Board agreed to select on an interim basis with a definitive vote at the next meeting when the full board was in place – MS and GH therefore appointed as interims.</p> <p>MS chaired the rest of the meeting.</p>	
4	<p><b>Draft Governance Arrangements</b></p> <p>JW went through the government guidance on governance and key points in papers circulated with the agenda.</p> <ul style="list-style-type: none"> <li>- <b>Membership/Representation-</b> Board discussion concluded that additional private sector representation was required. Agreed that Board members would submit their ideas for representatives for 3 sector areas, Retail/High Street, Finance/Investment and Development. <b>Action:</b> Suggestions to be sought from Board members. <b>Action:</b> New Board members invited to the next meeting.</li> <li>- <b>Terms of Reference-</b> Discussion by the Board concluded that they were comfortable with them. Confirmed that there would be no substitutes/deputies.</li> <li>- <b>Frequency of Meetings-</b> Discussion concluded that whilst the proposal is quarterly, there was a need to meet monthly until the Town Investment Plan was in place. <b>Action:</b> Date of next meeting to be set and circulated asap.</li> <li>- <b>Public/Private Meeting-</b> City Council proposing that the meeting is a public meeting for transparency and information. Board discussion concluded that the meeting should be public with any confidential items dealt with in private. <b>Action:</b> Necessary arrangements for next Board meeting to be a public meeting to be put in place.</li> <li>- <b>Code of Conduct –</b> Board discussion concluded that a Code of Conduct should be developed for consideration at the next Board. <b>Action:</b> Code of Conduct to be developed and circulated with next meeting agenda papers for consideration at the meeting.</li> <li>- <b>Other Governance Items-</b> Board discussion concluded that the declaration of interests form is circulated asap and that Board members declared their links with other local Town Boards as it would be beneficial and important to have that interaction and think on a wider Lincolnshire basis. <b>Action:</b> Declaration of Interests form to be circulated. <b>Action:</b> Board Members to complete and submit to the Council their Declaration of Interests form.</li> </ul>	<p>KE RM</p> <p>JW</p> <p>AA</p> <p>JW</p> <p>KE ALL</p>

	<b>Action:</b> County Council to lead on joining up the other Town Board linkages within wider Lincolnshire context.	AG
<b>5</b>	<p><b>Town Investment Plan (TIP)</b>  JW presented some further detail on the work to date and the Board discussed it in some detail. The key points are:</p> <p>The Readiness Checklist provides a starting point (can change) to reflect the emerging evidence base and the local priorities that meet the priorities set out by government in the guidance. Currently, the focus is on key LEP growth sectors which can improve productivity around tourism/hospitality, digital skills training, digital sector, energy and transport.</p> <p>The supplementary guidance will set out further detail – if similar to other similar funds expect that:</p> <ul style="list-style-type: none"> <li>- Value for money</li> <li>- Co-funding</li> <li>- Private sector investment</li> <li>- Outcome driven</li> <li>- Linked to vision/strategy</li> <li>- Early spend and deliverables to 2023/24</li> <li>- Mainly capital funding but with some revenue potentially.</li> </ul> <p>Opportunity to submit the TIP and Towns Fund bid early.</p> <p>TIP should be developed as the vision, strategy with a wider programme of activity that attracts other funding opportunities with the Town Fund bid being a phase of that programme.</p> <p>There was a general discussion and consensus that to be truly strategic the Town Fund bid should focus on a central single theme of digitalisation, with key areas of delivery to include sustainable transport/connectivity, skills, place marketing, low carbon.</p> <p>Need to ensure that the bid seeks to remove the real barriers to the growth of the economy. Infrastructure and skills are at the heart of those barriers along with the vibrancy of the place.</p> <p>Need to ensure we capture innovation and have flexibility to incorporate innovation as we go.</p> <p><b>Action:</b> Develop the bid based on digital, skills and sustainable transport.</p>	KE/JW
<b>6</b>	<p><b>Wider Governance</b>  The Board discussed the papers on wider governance. Key points from the discussion were:</p> <ul style="list-style-type: none"> <li>- Use our own resources where we can to ensure ownership, knowledge capture and value for money.</li> <li>- Use existing structures/groups where we can such as the Lincoln Transport Board, Lincoln Transport Task Force.</li> <li>- Utilise existing work where we can such as the new Lincoln Transport strategy, existing City Centre Masterplan, GLLEP strategies and research.</li> </ul>	

	<ul style="list-style-type: none"> <li>- Utilise experts locally particularly in the digital sector.</li> <li>- Wider consultation is very important.</li> <li>- Will be a main theme of the Lincoln Growth Conference on 11 March 2020.</li> </ul> <p><b>Actions from the discussion:</b></p> <ul style="list-style-type: none"> <li>- Email out for people/nominations to support the plan development.</li> <li>- Board members to put forward people with the expertise to support the plan development.</li> <li>- Set up Delivery Board as outlined to co-ordinate and develop the TIP and the Town Fund bid.</li> </ul>	<p>KE</p> <p>ALL</p> <p>JW</p>
<b>7</b>	<p><b>Capacity Funding</b> JW introduced the capacity funding received by the Council for discussion by the Board.</p> <p><b>Action:</b> Paper on proposed Capacity Fund spend to be presented at the next meeting.</p>	<p>JW</p>
<b>8</b>	<p><b>Programme &amp; Next Steps</b> JW presented the programme for Board discussion.</p> <p>Board agreed to submit to government as early as possible given the progress that had been made to date and the partner commitment received at the Board meeting today. Next meeting therefore to be towards the end of February 2020.</p> <p><b>Action:</b> Revise the programme to target early submission of the TIP and Town Fund bid for the next meeting.</p> <p><b>Action:</b> Evidence base to be presented to the next meeting.</p>	<p>JW</p> <p>JW</p>

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## Lincoln Town Deal Board

### Terms of Reference

#### 1. Purpose

- 1.1. To bring together public, private and community sector organisations to develop a strategic vision and Investment Plan for Lincoln which will drive economic growth for the benefit of all.

#### 2. Key Duties

- 2.1. To develop and agree an evidence-based Town Investment Plan which identifies a clear vision for the economy and opportunities for intervention to drive growth;
- 2.2. To act in an advisory capacity to the Lead Council in respect of the allocation and spend of Capacity Funding to assist with the delivery of the Town Investment Plan;
- 2.3. To receive progress reports from the Delivery Board in relation to the development and implementation of the Town Investment Plan;
- 2.4. To provide appropriate guidance and support to the Delivery Board to assist with the development and implementation of the Town Investment Plan;
- 2.5. To promote Lincoln as a place to invest and to champion the Lincoln vision and Investment Plan, advocating for support from partners to maximise positive outcomes;
- 2.6. To communicate and engage with stakeholders in the development and delivery of the Town Investment Plan;
- 2.7. To share knowledge, best practice and intelligence in order to develop an effective strategy;
- 2.8. To work collaboratively to secure funding and resources to enable the delivery of interventions identified within the Town Investment Plan where these cannot be financed entirely via the private sector;
- 2.9. To monitor the implementation of the Town Investment Plan and evaluate the impact of activities funded through the Town Deal programme to improve productivity across the local economy.

#### 3. Membership

- 3.1. The Board shall comprise of representatives from the public, private and community sectors as required under the terms of the Town Deal Programme. The Membership structure shall be as follows.
  - City of Lincoln Council (Lead Council) – 2 representatives
  - Lincolnshire County Council (Upper Tier Authority) – 2 representatives
  - Private Sector Companies – representatives as follows:
    - Retail/High Street – 2 representatives
    - Engineering – 1 representative
    - Digital – 2 representatives

- Development – 1 representative
- Finance/investment – 1 representative
- Community – 2 representatives
- MP/Lords – 2 representatives
- Anchor Institutions – representatives as follows:
  - University of Lincoln – 1 representative
  - Bishop Grosseteste University – 1 representative
  - Police – 1 representative
  - NHS – 1 representative
  - RAF Waddington – 1 representative
  - Visit Lincoln – 1 representative
  - Lincoln College – 1 representative

- 3.2 The Board shall have the option to co-opt additional representatives from the stakeholder groups identified within the Town Deal Prospectus as required to provide additional support and specialist knowledge to assist with the development and delivery of the Town Investment Plan.
- 3.3 The membership structure shall be reviewed by the Board on an annual basis. Any changes to the proposed structure must be approved by the Board.
- 3.4 The Board shall appoint experienced independent representatives to fulfil the roles of Chair and Vice-Chair.

#### **4. Attendance**

- 4.1 The Board shall meet on a quarterly basis as a minimum. The Board may meet at other times as agreed between the members of the Board and may approve recommendations via written procedure, including via electronic communication.
- 4.2 Only members of the Board have the right to attend Board meetings but other representatives and external advisers may be invited to attend all or part of any meetings as and when appropriate with the prior approval of the Chair. Visiting representatives shall not be entitled to participate in the decision-making process.
- 4.3 With the prior agreement of the Chair, Board members may participate in a meeting by means of a conference telephone or similar form of communication and shall be entitled to participate in decision making and be counted in a quorum accordingly.
- 4.4 An identified representative of the City of Lincoln Council shall be the secretary for the Board.

#### **5. Notice of Meetings**

- 5.1. Meetings of the Board shall be called by the secretary of the Board at the request of the Chair of the Board. The agenda and papers for meetings shall be approved by the Chair.
- 5.2. Unless otherwise agreed, notice of each meeting confirming the venue, time and date together with an agenda of the matters to be discussed at the meeting shall be forwarded to each member and any other person required to attend no later than five business days before the date of the meeting. Any supporting papers shall be sent to each member of the Board and other attendees (as appropriate) at the same time.

#### **6. Quorum**

- 6.1. A quorum shall be 10 members present, including at least one Lead Council representative.

## **7. Declarations of Interest**

- 7.1 Whenever a Board member has an interest in a matter to be discussed at a meeting the member so conflicted shall immediately declare the nature of the conflict or potential conflict and withdraw from any meeting where the conflict would be relevant.

## **8. Decisions**

- 8.1. Each member of the Board shall have one vote which may be cast on matters considered at the meeting. Votes can only be cast by members attending a meeting of the Board, or by proxy vote.
- 8.2. Any decision of the Board must be a majority decision.
- 8.3. If any decision made by the Board has a significant impact on a Board Member (for example on the Board Member's landholding or property interests) then such majority voting as identified in paragraph 8.2, must include the principle that that member directly affected by the decision must be part of the majority vote in order for the decision to carry.
- 8.4. If a matter that is considered by the Board is one where a Board member, either directly or indirectly has a personal interest, that member shall not be permitted to vote at the meeting and not take part in discussions.
- 8.5. Save where he or she has a personal interest, the Chair will have a casting vote.

## **9. Reporting**

- 9.1. The proceedings and resolutions of meetings of the Board, including the names of those present and in attendance, shall be minuted by the secretary of the Board.
- 9.2. Minutes of meetings of the Board shall be approved in draft form by the Chair and disseminated to Board no later than ten working days following the meeting. Minutes shall remain in draft until approval by the Board at the Board's next meeting.

## **10. General**

- 10.1. Members of the Board shall abide by the Code of Conduct and return Declaration of Interests on an annual basis.
- 10.2. The Board shall give due consideration to all laws and regulations as appropriate.
- 10.3. The Board will, from time to time, consider projects and proposals of a "commercial in confidence" or sensitive nature. All Board Members and Observers will observe the need for confidentiality in this respect.
- 10.4. The Board may amend these terms of reference at any time and will be reviewed annually.

## Appendix A: Current Membership

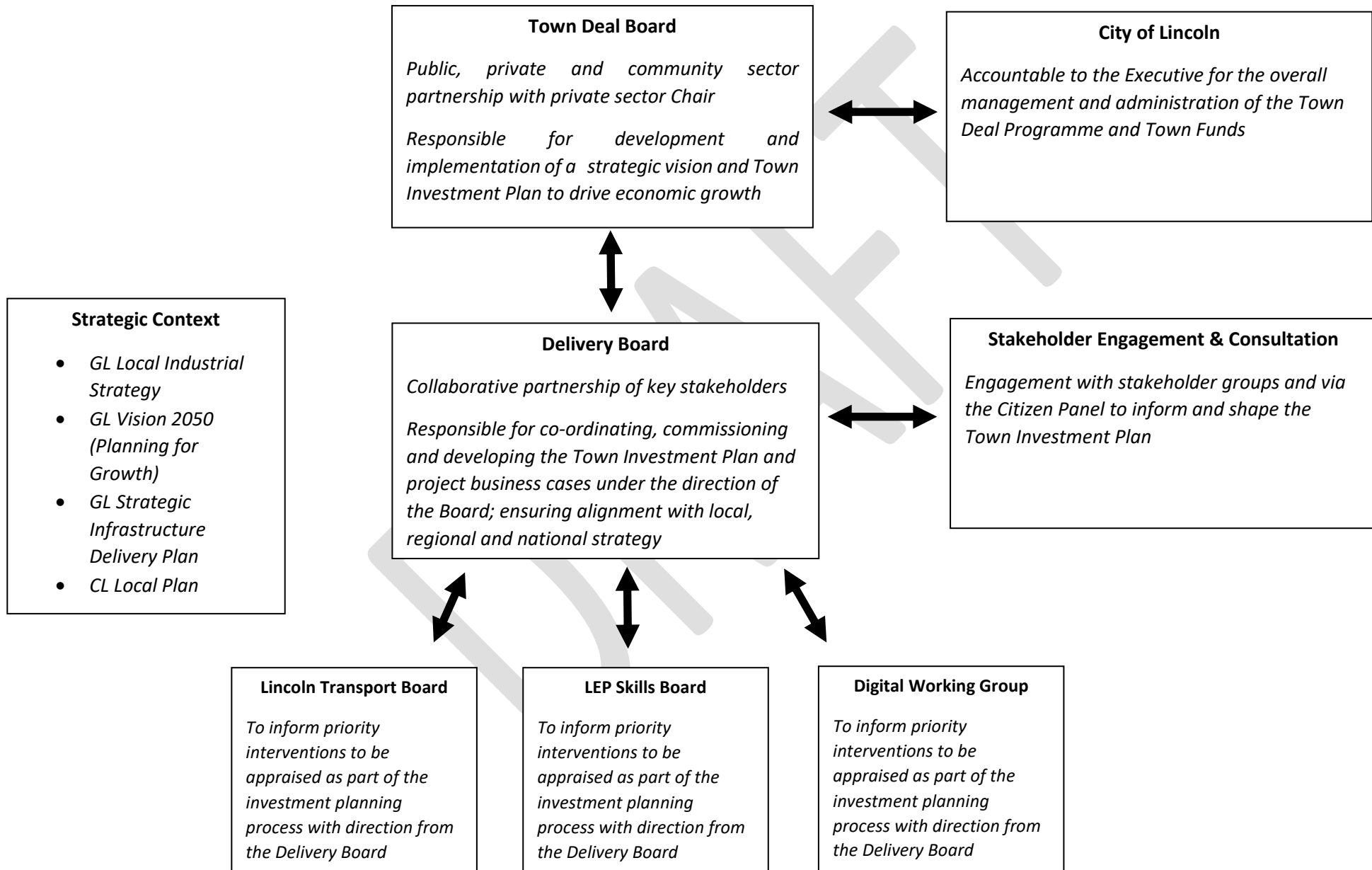
Name/Position	Organisation	Sector
<b>Ric Metcalfe</b>	City of Lincoln Council	Lead Council
<b>Angela Andrews</b>	City of Lincoln Council	Lead Council
<b>Andy Gutherson</b>	Lincolnshire County Council	Upper Tier Authority
<b>Richard Davies</b>	Lincolnshire County Council	Upper Tier Authority
<b>Karl McCartney</b>	Lincoln Constituency MP	Lincoln Constituency MP
<b>Lord Patrick Thomas Cormack</b>	House of Lords	House of Lords
<b>Mark Speed</b>	Siemens	Engineering
<b>Ursula Lidbetter</b>	Lincolnshire Co-operative	Retail/High Street
<b>Tim Chambers</b>	Cool Data	Digital
<b>Leo Scott Smith</b>	Tended	Digital
<b>Lisa Donini</b>	M&S/Chair Healthy High Street	Retail/High Street
<b>James Kirby</b>	Stirlin	Developer
<b>Edward Strange</b>	Brewin Dolphin	Finance/investment
<b>Liam Scully</b>	Lincoln City FC	Community
<b>Caroline Killeavy</b>	YMCA	Community
<b>Mary Stuart</b>	University of Lincoln	Anchor Institution
<b>Mike Timson</b>	Visit Lincoln	Anchor Institution
<b>Peter Neil</b>	Bishop Grosseteste University	Anchor Institution
<b>Gary Headland</b>	Lincoln College	Anchor Institution
<b>Station Commander</b>	RAF Waddington	Anchor Institution
<b>Marc Jones</b>	Lincolnshire Police	Anchor Institution
<b>Jacqui Bunce</b>	NHS	Anchor Institution

Pete Holmes, BEIS to attend as Observer.

Strategic Directors, Assistant Directors and Managers to attend to present to the Board as required.

Representatives from other strategic partners will also be invited to attend when there is business relevant to them.

**Appendix B: Governance Structure and Reporting**



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## **CODE OF CONDUCT**

For members of

**Lincoln Town Deal Board**

# Code of Conduct

## 1 Application

This Code of Conduct applies to you when acting as a member of the Town Deal Board.

The Code is based on the 'Nolan Principles – the seven principles of public life' as set out below:

- Selflessness
- Integrity
- Objectivity
- Accountability
- Openness
- Honesty
- Leadership

## 2 Duty to promote the success of the Lincoln Town Deal Board

A Member must act in the way they consider, in good faith, would be the most likely to promote the success of the Lincoln Town Deal Board for the benefit of Lincoln as a whole. The term 'good faith' allows members freedom to exercise commercial judgement without fear of having the courts interfering with their commercial decisions.

Amongst other matters, within decision making, members must have regard to: -

- The likely consequences of any decision on the Town Deal Board;
- The need to foster the relationships members have with partners, stakeholders and others;
- The impact of the activities on the community and the environment;
- The desirability of the member maintaining a reputation for high standards of conduct.

## 3 Duty to exercise independent judgment

A Member must act independently and with integrity, ensuring that they are always acting in the best interests of the Lincoln Town Deal Board as a whole and are not unlawfully influenced by a third party.

## 4 Duty to exercise reasonable care, skill and diligence



A member, must exercise reasonable care, skill and diligence. This means the care, skill and diligence that would be exercised by a reasonable diligent person with: -

- The general knowledge, skill and experience that may reasonably be expected of a person carrying out the functions carried out by the member in relation to the Board of meeting; and
- The general knowledge, skill and experience that the member in question actually has.

## **5 Duty to avoid conflicts of interest**

Members must avoid situations where they can, or have, a direct or indirect interest that conflicts, or possibly may conflict, with the interests of the Lincoln Town Deal Board.

This applies in particular to the exploitations of any property, information or opportunity. It is immaterial whether the Lincoln Town Deal Board could take advantage of the property, information or opportunity in question.

## **6 Duty to declare interest in proposed transaction or arrangement**

If members are in any way, directly or indirectly, interested in a proposed transaction or arrangement with the Lincoln Town Deal Board, they must declare the nature and extent of their interest to the other Members. The declaration may (but need not) be made: -

- At a meeting; or
- By written notice to the relevant Board or meeting members.

## **7 Duty not to accept benefits from third parties**

Members must not accept a benefit from a third party conferred by reason of: -

- Them being a Board member; or
- them doing (or not doing) anything as a Board Member.

A “third party” means a person other than a member, an associated body corporate or a person acting on behalf of the Lincoln Town Deal Board or an associated body corporate.

## **8 Register of Interests**

As Lead Council for the Town Deal Board, the City of Lincoln Council is required to keep a register of interests for Town Board Members. On becoming a member, or at such times as the City of Lincoln Council may elect, members are required to fill out

the attached Register of Interests form held by the City of Lincoln Council and renewed annually.

**Summary of guidance for Members.**

In Summary of the above, as a member you should ensure that at all times you:

1. Act in the Lincoln Town Deal Board’s best interests, taking everything you think relevant into account.
2. Adhere to the Terms of Reference for the Board
3. Are diligent, careful and well-informed about the Lincoln Town Deal Board’s affairs. If they have any special skills or experience, use them.
4. Make sure the relevant Board keeps records of their decisions (where relevant).
5. Remember that they remain responsible for the work they give to others.
6. Avoid situations where their interests’ conflict with those of the Lincoln Town Deal Board. When in doubt, disclose potential conflicts quickly.
7. Seek external advice where necessary.
8. Use the City of Lincoln Council’s communications team for all external communications.

**AGREEMENT**

AS A MEMBER OF THE LINCOLN TOWN DEAL BOARD, I AGREE TO OBSERVE THE GENERAL DUTIES AND OBLIGATIONS SET OUT IN THIS CODE OF CONDUCT.

Signature.....

Name.....

Date.....



**DECLARATION OF INTERESTS**

I, ..... (full name in block capitals) ... am

- (a) A member of Lincoln Town Deal Board and give notice that I have set out below under the appropriate headings my interests. I have put 'none' where I have no such interests under any heading.

As a board member, I declare that I have the following disclosable pecuniary<sup>i</sup> and/or non-pecuniary interests<sup>ii</sup>. **(Please state 'None' where appropriate, do not leave any boxes blank).**

**NOTIFICATION OF CHANGES OF CIRCUMSTANCES**

Each Member shall review their individual register of interests before each board meeting and decision-making committee meeting where applicable, submitting any necessary revisions to the City of Lincoln Council, as Lead Council and Board Secretary, at the start of the meeting.

Even if a meeting has not taken place a member must, within 28 days of becoming aware of any change to the interests specified below, provide written notification to the City of Lincoln Council of that change.

SECTION 1	ANY EMPLOYMENT, OFFICE, TRADE, PROFESSION OR VOCATION CARRIED ON FOR PROFIT OR GAIN	DECLARATION
1.1	Name of:  - Your employer(s)	

	<ul style="list-style-type: none"> <li>- Any business carried on by you</li> <li>- Any other role in which you receive remuneration (this includes remunerated roles such as councillors)</li> </ul>	
<b>1.2</b>	Description of employment or business activity	
<b>1.3</b>	The name of any firm in which you are a partner	
<b>1.4</b>	The name of any company for which you are a remunerated director	
<b>SECTION 2</b>	<b>SPONSORSHIP</b>	
<b>2.1</b>	<p>Any financial benefit obtained which is paid as a result of carrying out duties as a Member.</p> <p>This includes any payment of financial benefit from a Trade Union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992 (a)</p>	
<b>SECTION 3</b>	<b>CONTRACTS</b>	
<b>3.1</b>	Any contract for goods, works or services with the City of Lincoln Council in respect of the Town Deal Programme that has not been fully discharged by any organisation named at 1.1	
<b>3.2</b>	Any contract for goods, works or services entered into by any organisation named at 1.1 where either part is likely to have a commercial interest in the outcome of the business being decided by the Lincoln Town Deal Board in the forthcoming meeting.	

<b>SECTION 4</b>	<b>LAND OR PROPERTY</b>	
4.1	<p>Any beneficial interest you or any organisation listed at 1.1 may have in land or property which is likely to be affected by a decision made by the Lincoln Town Deal Board in the forthcoming meeting.</p> <p>This would include, within the area of the City of Lincoln:</p> <ul style="list-style-type: none"> <li>○ Any beneficial interest in any land in the City of Lincoln areas, including your place(s) of residency</li> </ul> <p>For property interests, please state the first part of the postcode where the property resides. If you own/lease more than one property in a single postcode area, please state this.</p>	
<b>SECTION 5</b>	<b>SECURITIES</b>	
5.1	<p>Any interest in securities of an organisation under 1.1. where: -</p> <ul style="list-style-type: none"> <li>(a) That body (to my knowledge) has a place of business or land in the area of the City of Lincoln ; and</li> <li>(b) Either – <ul style="list-style-type: none"> <li>(i) The total nomination value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or</li> <li>(ii) If the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which has a beneficial interest exceeds one hundredth of the total issues share capital of that class.</li> </ul> </li> </ul>	

<b>SECTION 6</b>	<b>GIFTS AND HOSPITALITY</b>	
<b>6.1</b>	Any gifts and/or hospitality received as a result of membership of the Lincoln Town Deal Board (above the value of £50)	

**OTHER INTERESTS**

**Member of Organisations**

I am a member of, or I am in a position of general control, a trustee of, or participate in the management of;

1. Any body to which I have been appointed or nominated by my employer:

2. Any body exercising functions of a public nature (eg school governing body):

3. Any body directed to charitable purposes:

4. Any body, one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union):

5. Any other interest which I hold which might reasonably be likely to be perceived as affecting my conduct or influencing my actions in relation to my role.

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**BOARD MEMBER’S DECLARATION AND SIGNATURE**

I confirm that having carried out reasonable investigation, the information given above is a true and accurate record of my relevant interests, given in good faith and to the best of my knowledge;

<b>Date</b>	
<b>Member’s Name</b> <i>(Capitals – in full)</i>	
<b>Signature</b>	

**RECEIPT BY CITY OF LINCOLN COUNCIL on behalf of the Lincoln Town Deal Board**

<b>Date received by the City of Lincoln Council</b>	
<b>Signature of City of Lincoln Council Chief Executive</b>	

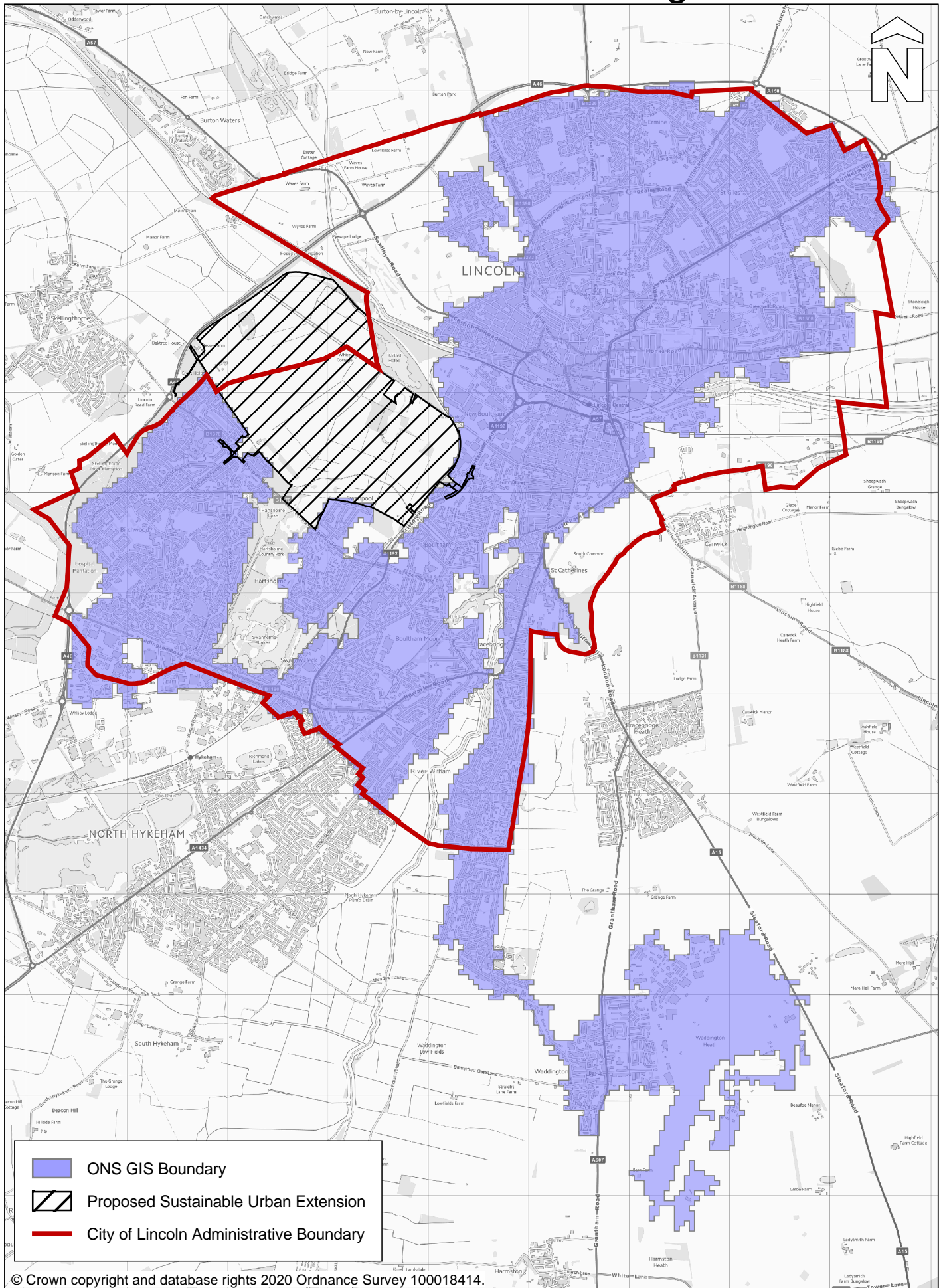
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<sup>i</sup> For the purposes of this guidance, we are using the definition of a pecuniary interest as set out in the [Localism Act 2011](#) and The Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012. A pecuniary interest in a matter is one where there is a reasonable likelihood or expectation of appreciable financial loss or gain

<sup>ii</sup> A Non-Pecuniary interest is any interest which is not listed in the [Schedule to The Relevant Authorities \(Disclosable Pecuniary Interests\) Regulations 2012 \(No.1464\)](#). Non-pecuniary interests do not have a financial or other material component. (They may arise from personal or family relationships or involvement in sporting, social or cultural activities.)



# Agenda Item 6



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# Agenda Item 7

## Lincoln Town Deal Programme – Capacity Funding Proposals

### Overview

City of Lincoln Council has been awarded £173,029 of capacity funding to support the Town Deal programme. Funding can be used as follows:

- Convening the Town Deal Board
- Running business and community engagement events
- Developing Town Investment Plans
- Providing technical expertise for business case development

This is in addition to support from within MHCLG, other government departments and wider sources (still to be confirmed).

It is the role of the Town Deal Board to act in an advisory capacity to the Lead Council in respect of the allocation and spend of this funding to assist with the delivery of the Town Investment Plan.

### Priorities

On 23<sup>rd</sup> January 2020, the Town Deal Board proposed 3 key priorities for the TD programme in Lincoln:

- Digital
- Transport
- Skills

The need to promote the City in order to attract inward investment alongside support for existing firms was also discussed.

The Board further proposed that existing expertise, governance structures and resources should be used wherever possible to maximise value through this programme.

### Proposals

The following allocation is presented for consideration at this stage. Commitment/spend and any leverage against these headings to be presented at each Town Deal Board.

Category	Notional Allocation (£)	Rationale/comments
Town Investment Plan & Development of L3 Lincoln Living Lab proposal	50,000	Essential to securing Town Deal
Technical support for development of business cases for priority projects identified in the Town Investment Plan.	70,000	Essential to securing Town Deal – headline business cases required within Investment Plan; Proposed that funds only used where resource/skills not available through partner organisations; Propose that wherever possible, funding is matched 50/50 by partner organisations.
Project Support	30,000	Additional support for administration/co-ordination of the programme by CoL.

Be Lincoln Investment Marketing	20,000	Forward funding online investment hub and marketing programme to point of self-sustainability.
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# **Lincoln Economic Evidence and Growth Study 2020**

## **SECTION 1. INTRODUCTION**

This document provides an economic evidence base to underpin a Growth Strategy for the City of Lincoln.

### **Structure of the Report**

**Summary** sets out the high level findings arising from the report.

**Section 2** sets out policy context for the Lincoln economy.

**Section 3** provides an analysis of the business and employment base: what are the priority sectors; how many businesses are there in the city; their size and scale, and how productive they are.

**Section 4** relates to people and communities: how many people live in Lincoln; the characteristics of the labour market, skills levels and levels of deprivation.

**Section 5** considers how Lincoln performs against comparator cities

**Section 6** sets out the outcomes from a structured sample of key informants about the opportunities and challenges facing the City

In addition to the desk research and key informant interviews conducted for this study an econometric model has been commissioned. This is currently under construction and once complete will provide a basis for the testing of a number of future economic scenarios in terms of predictions associated with the economic development of the City.

## SUMMARY

### Analysis of Data

The most profound growth in the Principal Urban Area (PUA) for Lincoln has been in **North Hykeham** over the last decade.

**Health is the dominant sector** in the PUA with retail and restaurants/hospitality key growing sectors.

**Manufacture of turbines remains a highly distinctive sector** with 35 times as many people employed in this sector in Lincoln than the national average.

**Health and Higher Education are the key drivers** of economic growth.

**The digital sector is an opportunity area for the city** economy, approaching a third of all the jobs and half the turnover associated with digital businesses in Greater Lincolnshire are in Lincoln. Lincoln has almost as many digital businesses as Norwich.

There has been a **noticeable decrease in GVA in relation to public administration and defence**.

Forecasts to 2039 from two sources are consistent. They suggest **modest overall growth focused principally in public services and health**.

Lincoln has a **lower skills base** than the national average.

There has been a **decline in professional occupations** but an increase in other technical professions, overall however **elementary occupations remain the most dominant** aspect of the local job scene.

**Wages have increased more slowly than the national average and lost pace with adjoining areas at both workplace and residence level**. The

growth between 2010 and 2019 has been 4% in Lincoln compared to 17% at the England level.

### Benchmarking Findings

These findings are relative to the 10 comparator cities identified for benchmarking purposes.

**Business and Innovation** – Lincoln is a very **stable economy**, with a **modest turnover of businesses, a low stock of businesses and low GVA per worker**.

**Demography** – Lincoln has a relatively **small pipeline of 18-24 year old workers**, it has a **high proportion of over 65s** and a **modest proportion of the population was born overseas**.

**Housing** – Lincoln has a **big rented sector** and **good levels of affordability** in terms of the ratio of house prices to income.

**Industrial Structure** - Lincoln has a very **low proportion of Knowledge Intensive Businesses**, it is at the **upper end of the cohort in terms of manufacturing** and has a **relatively high dependency on public sector** employment.

**Jobs/Employment** – Lincoln has **high levels of economic inactivity**, a **modest number of private sector jobs** and **exceptional levels of benefit claimants**

**Size** – Lincoln is a **small service centre** for its functionality, in relative terms it has a **higher stock of jobs than its nearest competitors** in size and a **slightly better level of GVA** achievement.

**Skills/Wages/Inequality** – Lincoln has **low wages and low skills** compared to the other cities in the cohort.

**Travel and Environment** – Lincoln has a *limited public transport system* in terms of current commuter use and notwithstanding this a *modest carbon footprint*.

### **Narratives**

Whilst this statistical digest identifies a significant number of challenges facing the City commentators are positive about its future. The key opportunities set out below are taken from interviews with those involved in the development of the City:

**Growth of Waddington:** The growth of Istar NATO headquarters at Waddington is attracting military contractors to Lincoln, including to Teal Park (QinetiQ, N3 military systems, 3SDL Communications, Leonardo) and to the Boole Technology Centre at Lincoln Science and Innovation Park (METIS Aerospace, Ebeni, SRC UK). Although many of these companies are out-stations of the main companies there is scope to persuade them to bring their headquarters to Lincoln, particularly as the MOD is committed to Istar expansion. The LSIP is currently embarking on a second building to house tenants that have outgrown the Boole Technology Centre, and it is likely that the majority of tenants in the new building will be from the defence sector.

**Growth of the University:** the University of Lincoln student population has exceeded 15,000, which was intended to be the optimum size of the institution. The University has recently opened a number of new schools in STEM subjects (e.g. Chemistry, Engineering, Geography, Pharmacy) and the Medical School.

**Lincolnshire Institute of Technology:** the significant investment planned in Lincoln College to enable it to create a step change in its technical training offer, alongside the enhancement of the outreach facilities of the

University Technical College (UTC) provide scope to increase the scale and range of technical training opportunities in the City.

**Opening of Mosaic Digital Hub:** the hub, which opened in the city centre October 2019, has Scholarpak as its anchor tenant and four offices have already been taken, along with many more hot desks. The hub is intended to provide a focal point for the sector and to help build the digital community; Digital Lincoln holds its meet ups there. The potential for knowledge sharing and collaboration, and to create an environment that counteracts the isolation of lone working in the sector.

**Investment in the High Street and Transport Hub:** the regeneration of the Cornhill area, longer term plans for the redevelopment of the South High Street area, likely to lead to a concentration of the retail core and the increase in the number of trains to London all provide significant optimism for future growth in the functional core of the City.

**Eastern Bypass:** The imminent completion of the Eastern Bypass will open up significant land for employment uses. It will help to remove the constraints to growth in a significant quarter of the City.

**A World Class Tourism Offer:** The completion of the HLF investment in the Cathedral, complemented by the recent Bomber Command museum provides a very potent mix of tourism opportunities connected with the City, which allied to its enhanced external connectivity by train and an improved circulation through the Eastern Bypass all provide significant potential for it to grow its role as a visitor economy.



## SECTION 2 –POLICY AND STRATEGIC CONTEXT

This document provides an economic evidence base to underpin the development of an Economic Growth Strategy for City of Lincoln Council. It sets out the key characteristics of the Lincoln economy, and seeks to identify the key strengths and future opportunities to drive the City's growth ambitions.

The Economic Growth Strategy will inform the development of the City of Lincoln Council's next Strategic Plan, Vision 2025, which is currently out for consultation. This includes four priorities from the Council's long term vision:

- Let's drive inclusive economic growth
- Let's reduce all kinds of inequality
- Let's deliver quality housing
- Let's enhance our remarkable place

### POLICY CONTEXT

#### Lincoln within the Greater Lincolnshire economy

The draft **Greater Lincolnshire Local Industrial Strategy (2019)** describes Lincoln as *"a historic cathedral city with a thriving economic and cultural life, it lies at the core of a network of market towns, urban centres and ports, with space to grow that is unique in England"*.

The LIS identifies the importance of Lincoln to the Greater Lincolnshire economy, in particular through provision of FE and HE, high-skilled employment, and access to services and amenities. It identifies further opportunities for growth particularly to capitalise on the innovation

ecosystem, visitor economy and existing strengths in attracting foreign direct investment.

Visitor economy, health and care sectors. Growth in Innovate UK funding and potential for further innovation driven by the University and LSIP. LIAT and Lincoln Centre for Autonomous Systems. Lincoln at the heart of the 'Innovation' chapter.

The **Lincoln City Profile** produced by the City of Lincoln Council highlights Lincoln's growing and increasingly dense population, where students account for almost 1 in 5 residents. The high jobs density of Lincoln reflects the city's role in creating employment for the Greater Lincolnshire region and beyond.

#### Infrastructure and Connectivity

**Midlands Connect** identifies the A46, which bypasses Lincoln to the west and north, as one of the country's most important trade routes but that is *"not always doing its job"*. Surveys undertaken by Midlands Connect with businesses along the route indicate that an improved A46 corridor would significantly boost their productivity. Its A46 Corridor Study highlights the importance of the construction of Lincoln Eastern Bypass, due to open in 2020, and sets out other potential improvements including a southern Lincoln bypass, targeted improvements on the A15 north of Lincoln, and junction improvements between the A1 and Lincoln.

### Section 3 – Employment Base and Priority Sectors

#### 3.1 Employment Base

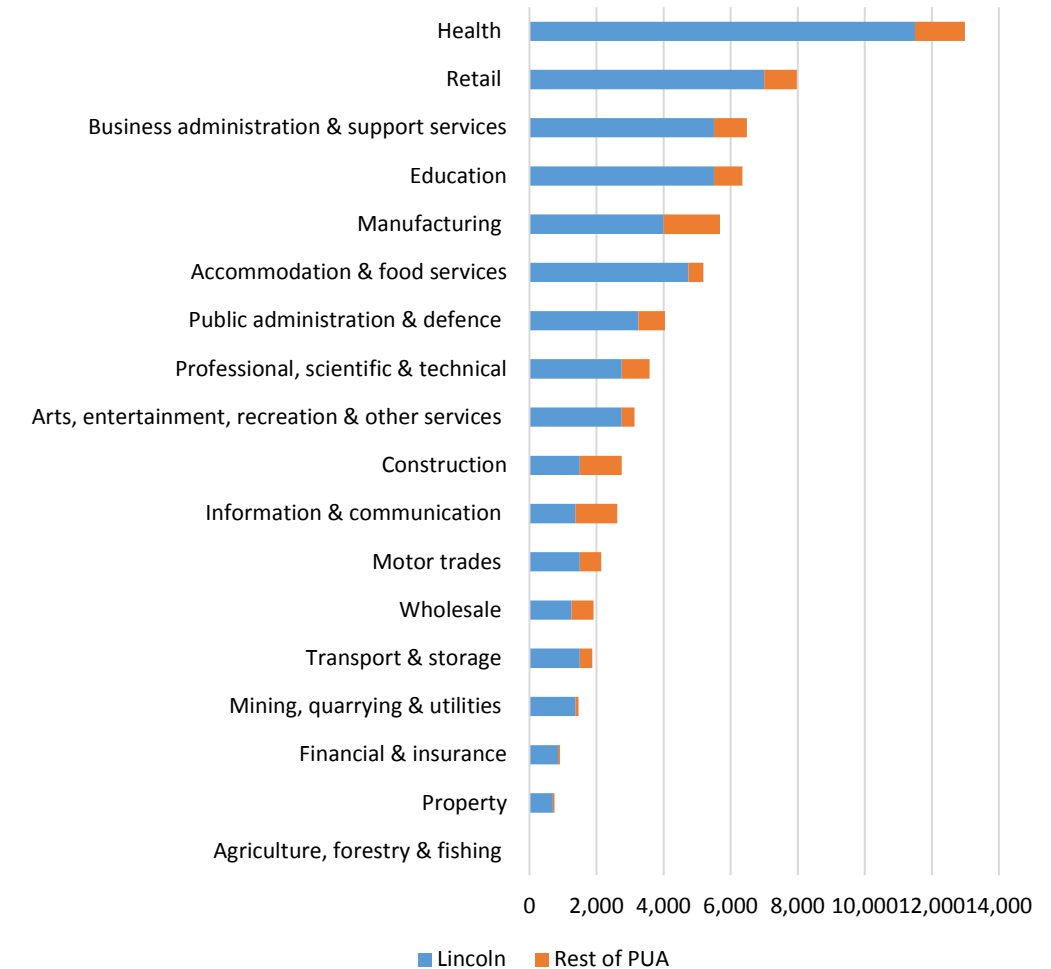
##### *Hykeham is an important engine of jobs growth for the PUA*

The City of Lincoln is the location of approximately 57,000 jobs (BRES, 2018) while the Lincoln Principal Urban Area has around 70,000.

Since 2015, the number of jobs within the City boundary has increased by approximately 800 or 1%. The rate of growth across the PUA, at 1400 jobs or 2%, is twice the rate for the City. Around 600 jobs have been created in North Hykeham, equivalent to approximately 5% growth. This demonstrates the importance of North Hykeham in generating jobs for the Lincoln economy and labour market.

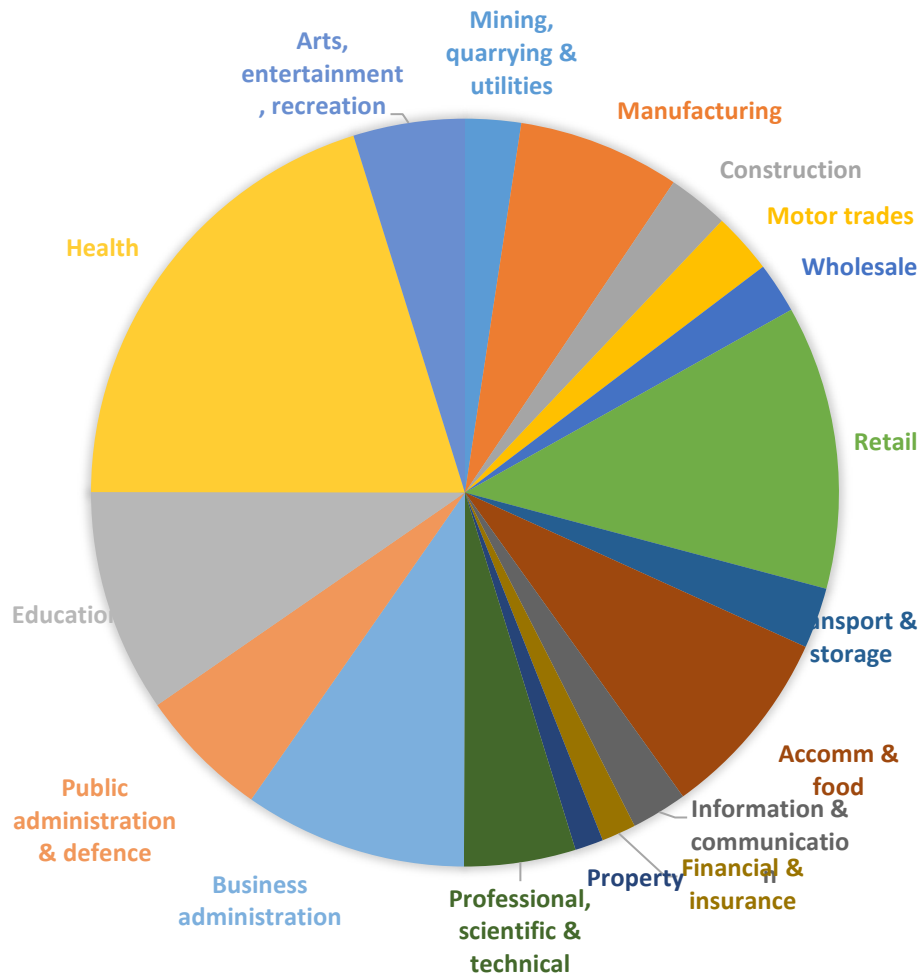
As shown in Graphs 1 and 2, health, retail and business administration are the three largest sectors by employment in the PUA.

**Graph 1: Sectoral Employment, by Broad Industrial Sector**



Source: BRES, 2018

**Graph 2: Sectoral Employment in Lincoln, by Broad Sector**



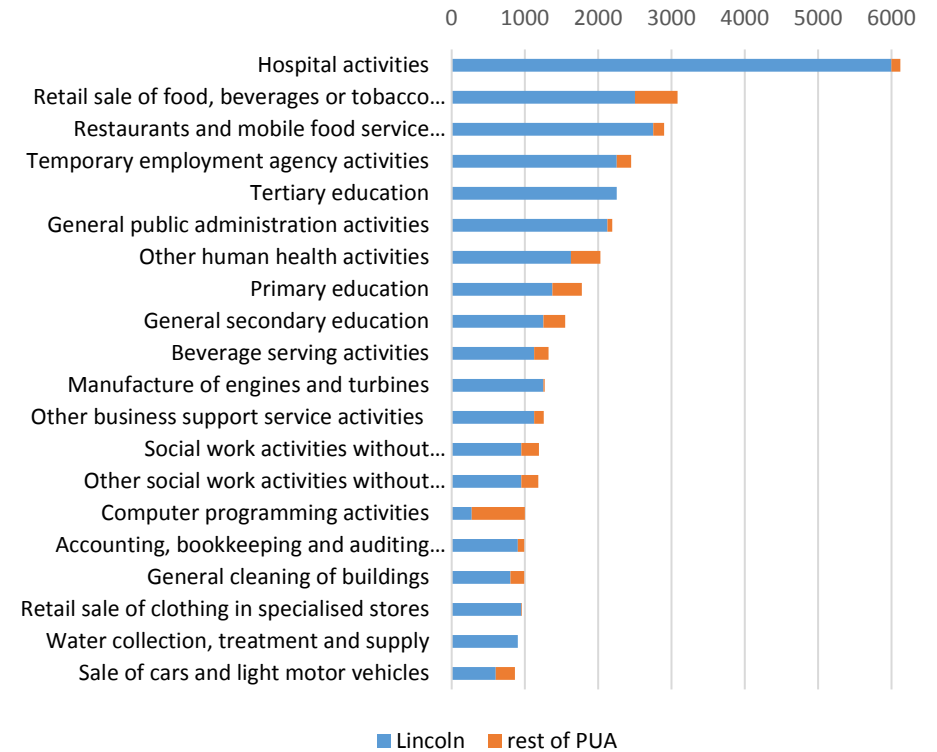
Source: BRES, 2018

**3.2 Largest Sub-sectors by Employment**

***Hospital activities are a dominant sub-sector***

Hospital activities alone are the largest sub-sector in the PUA, accounting for 6,120 jobs, of which 6,000 are in the city boundary. Other highly represented sub-sectors by employment are retail sale of food, and restaurants, each with around 3,000 jobs.

**Graph 3: Top 20 Sub-Sectors, by Employment**



Source: BRES, 2018

### 3.3 Most 'distinctive' sectors

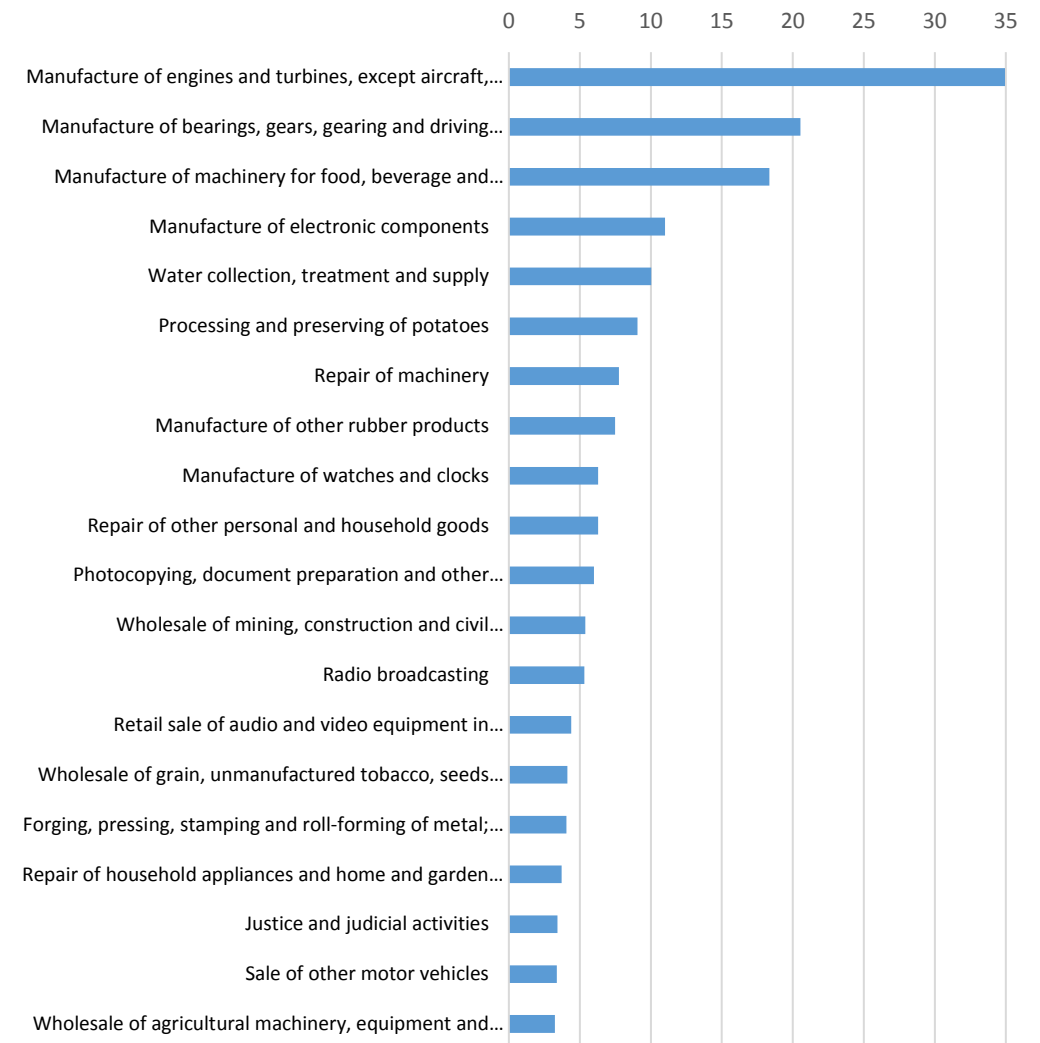
#### *Lincoln has a number of distinctive manufacturing specialisms*

The most distinctive sectors across the PUA, i.e. those that are highly represented locally with more than the national average employed, are in manufacturing.

Manufacture of engines and turbines employs 35 times that national average, followed by manufacture of bearings and gears (21 times) and machinery for food processing (18 times).

Distinctive non-manufacturing activities include water treatment, document preparation, and radio broadcasting.

**Graph 4: Lincoln PUA's most distinctive sectors, by Location Quotient**



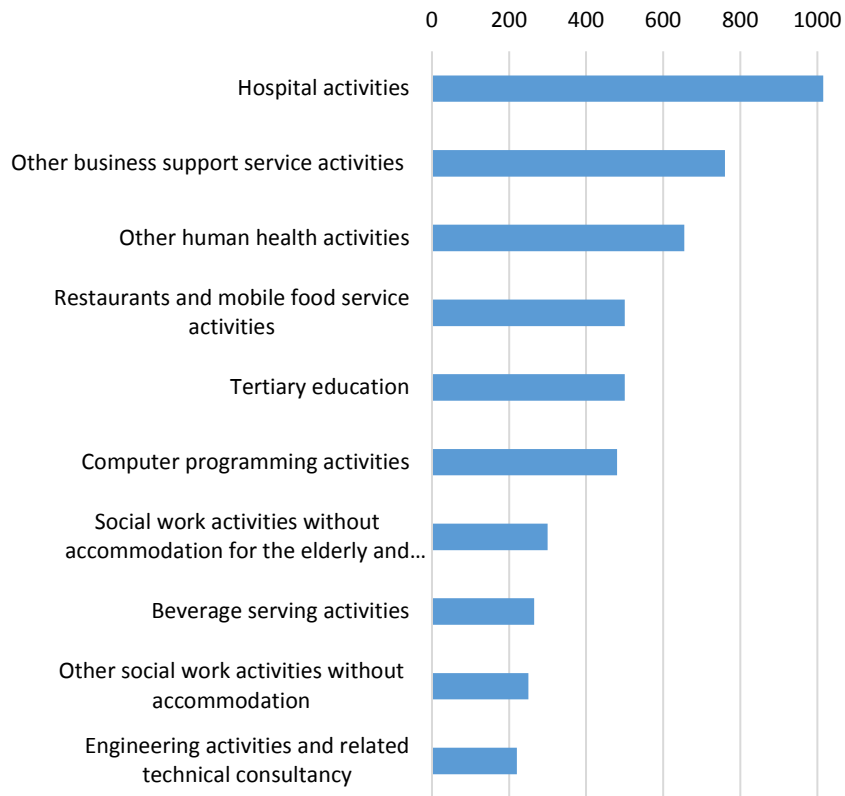
Source: BRES, 2018

### 3.4 Greatest areas of employment gains and losses

#### Health, restaurants and Higher Education drive employment growth

As well as being the largest sector by employment, health (hospitals and other human health activities) expanded by 1600 new jobs between 2015 and 2018.

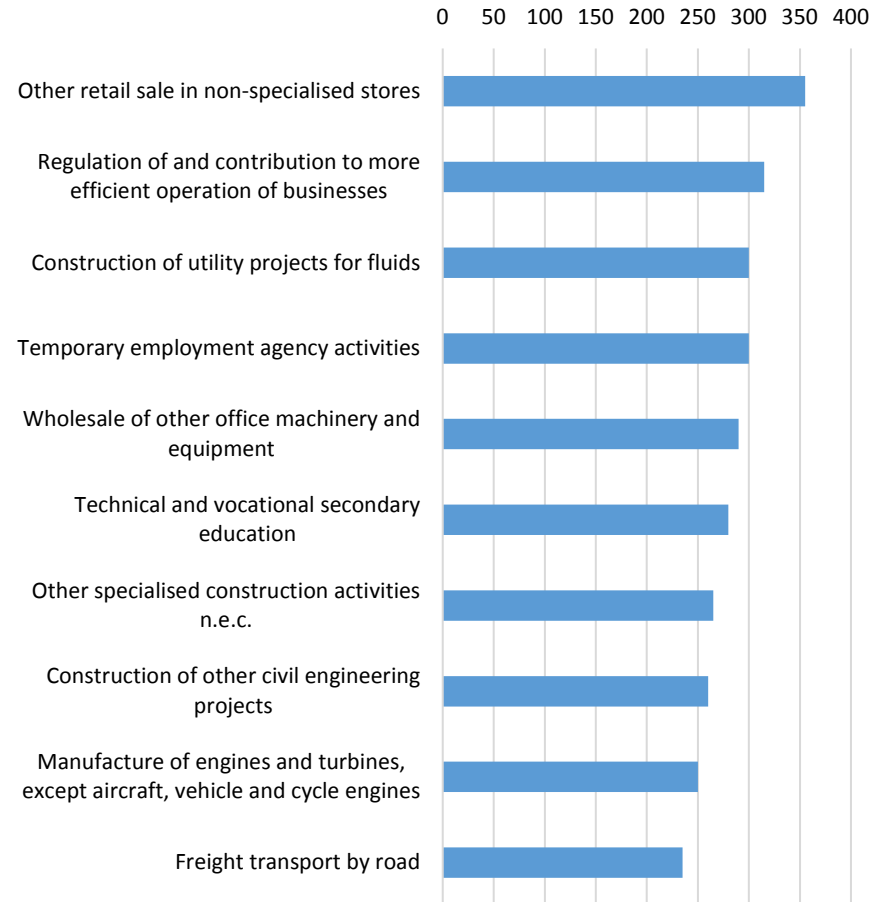
**Graph 5: 10 Sub-sectors with greatest employment gains**



Source: BRES, 2018

#### Retail and construction drive employment losses

**Graph 6: 10 Sub-sectors with greatest employment losses**



Source: BRES, 2018

### 3.5 Identifying Lincoln's Key Sectors

Graphs 7 and 8 compare a number of employment variables for sectors in Lincoln City and the PUA. The size of the bubble in each graph represents the number of people employed in the sector. The Y axis represents the percentage change in employment between 2015 and 2018. The X axis represents the location quotient, which measures how highly represented the sector is locally when compared to the national average. An LQ of 1 would mean that the same proportion of people were employed in a given sector as the national average, while an LQ of 2 would mean that twice the number of people were employed in that sector compared with the national average.

Presenting these variables on one graph provides a powerful tool for exploring the key sectors of any location. For example, a sector that is represented by a large bubble that appears in the top right quadrant of the graph is a large employer that is highly represented locally and is also growing. Those in the bottom right quadrant are sectors that are not currently highly represented but that are growing, so may be emerging sectors. Those in the top left quadrant are highly represented but are experiencing employment losses.

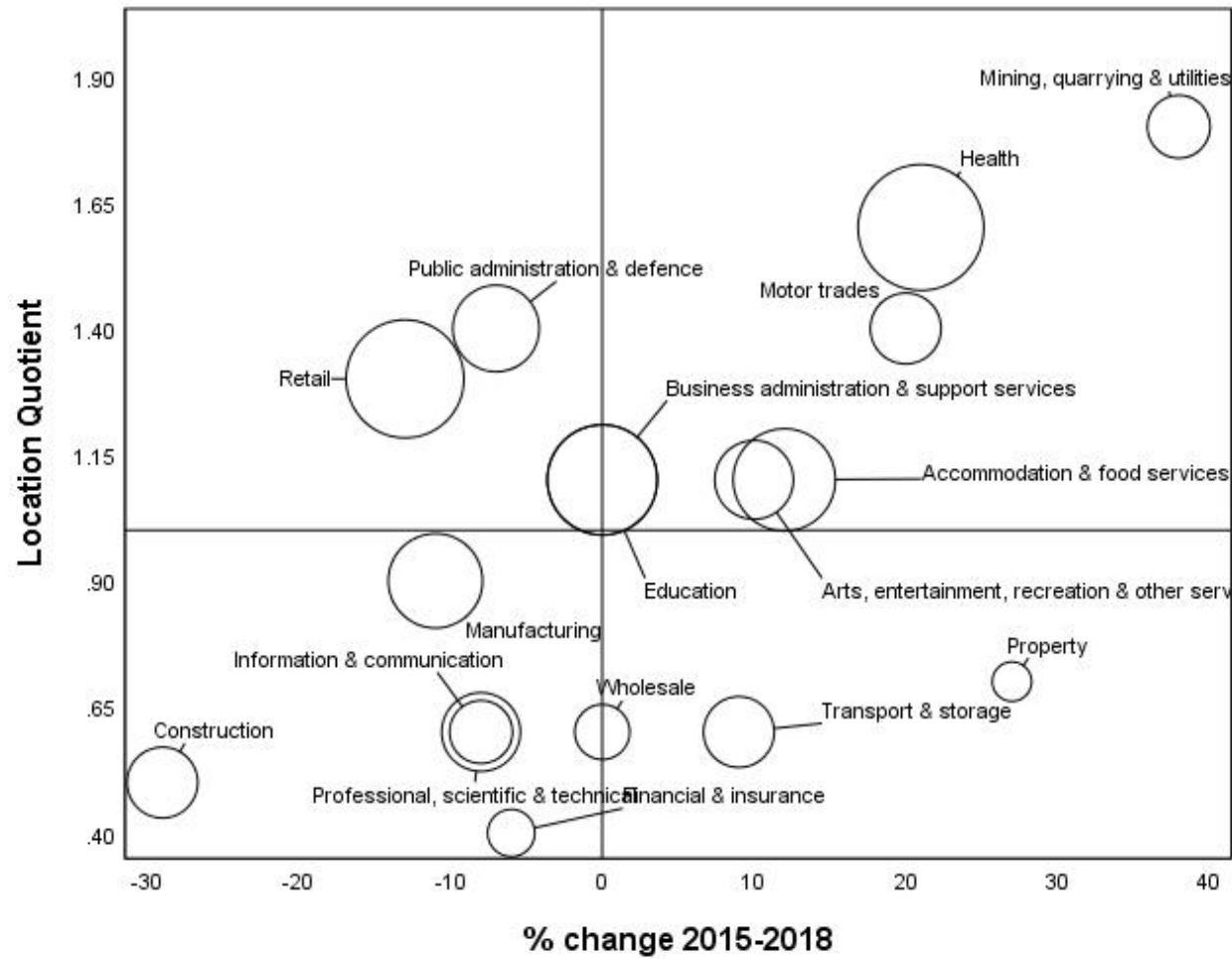
Graph 7 presents the sector analysis for employers within the Lincoln city boundary. Utilities (e.g. water treatment and supply), health, and motor trades emerge as highly represented and growing sectors. Accommodation and food, and arts and entertainment (both arguably

part of the visitor economy) have both demonstrated jobs growth and are well represented locally. Public administration and retail, both still important sectors for Lincoln in terms of employment, have experienced some employment decline. Manufacturing employs fewer people in Lincoln than the national average (although urban areas tend to have fewer manufacturing businesses than urban areas due to the cost of land) and is showing employment decline. Other declining sectors in the city include construction, information and communication, and professional and scientific and technical activities.

Graph 8 represents the sector analysis for the Lincoln Principal Urban Area (PUA). Here we can see a similar sectoral structure and dynamic to Lincoln, with a few exceptions. Information and communication activities emerge as a growing, rather than declining sector, which reflects the growth of digital companies in North Hykeham. Manufacturing is a more highly represented sector across the PUA, although still experiencing decline. Employment in professional, scientific and technical activities has remained static across the PUA, despite declining in Lincoln, which suggests growth in employment in North Hykeham and neighbouring wards.

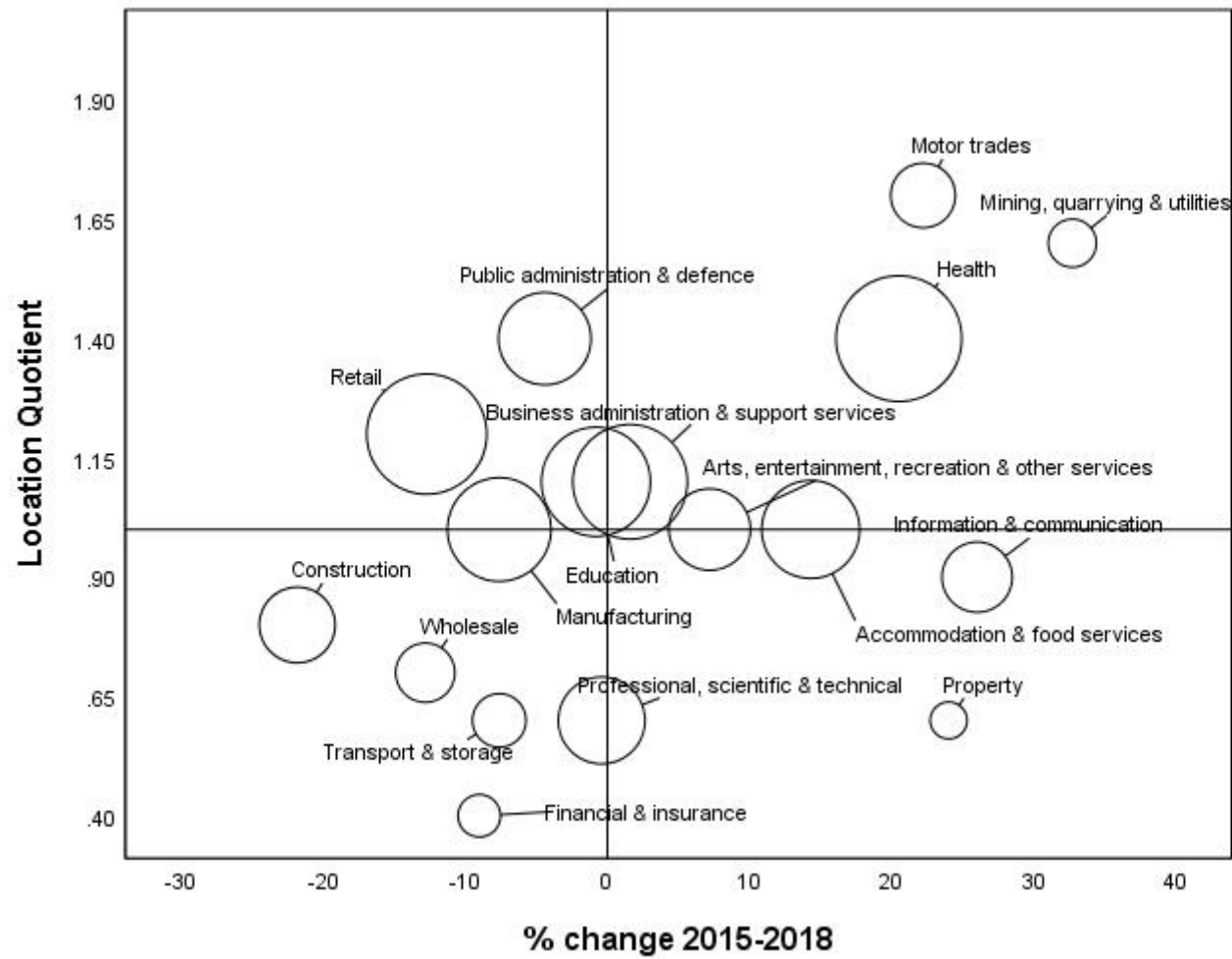
Graphs 9 to 16 show how the Lincoln PUA performs in the sectors identified as priority sectors by the Greater Lincolnshire LEP.

Graph 7: Sectors in the City of Lincoln



Source: BRES,  
2018

**Graph 8: Sectors in the Lincoln Principal Urban Area**



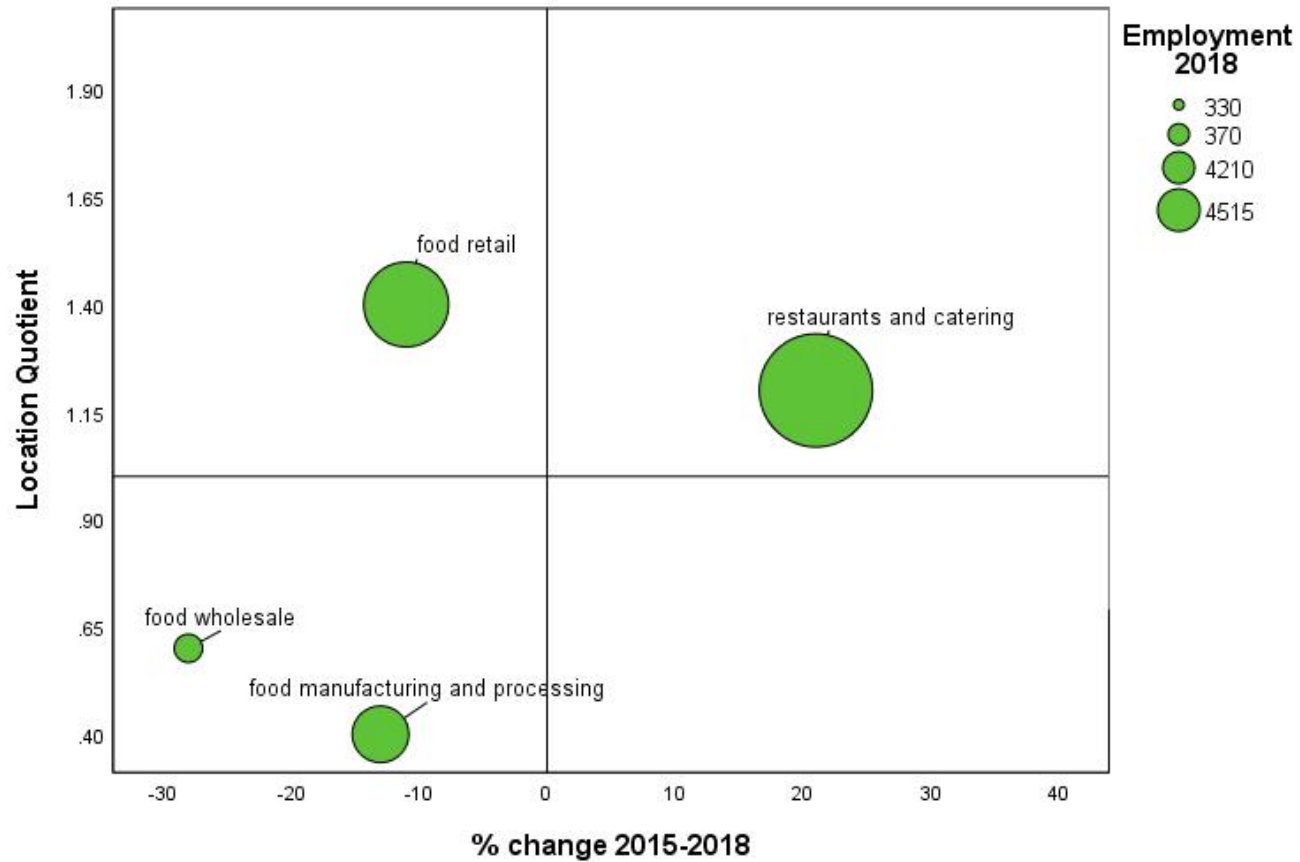
Source:  
BRES, 2018



## Agri-Food

As an urban area, the Lincoln PUA does not have any employment in primary production. However, it is highly represented in activities related to the agri food supply chain. These include restaurants and catering, which is growing, and food retail which is declining. Although not shown in this graph, a number of engineering and digital businesses serve the agri-food sector.

**Graph 9: Agri Food Employment in Lincoln PUA**

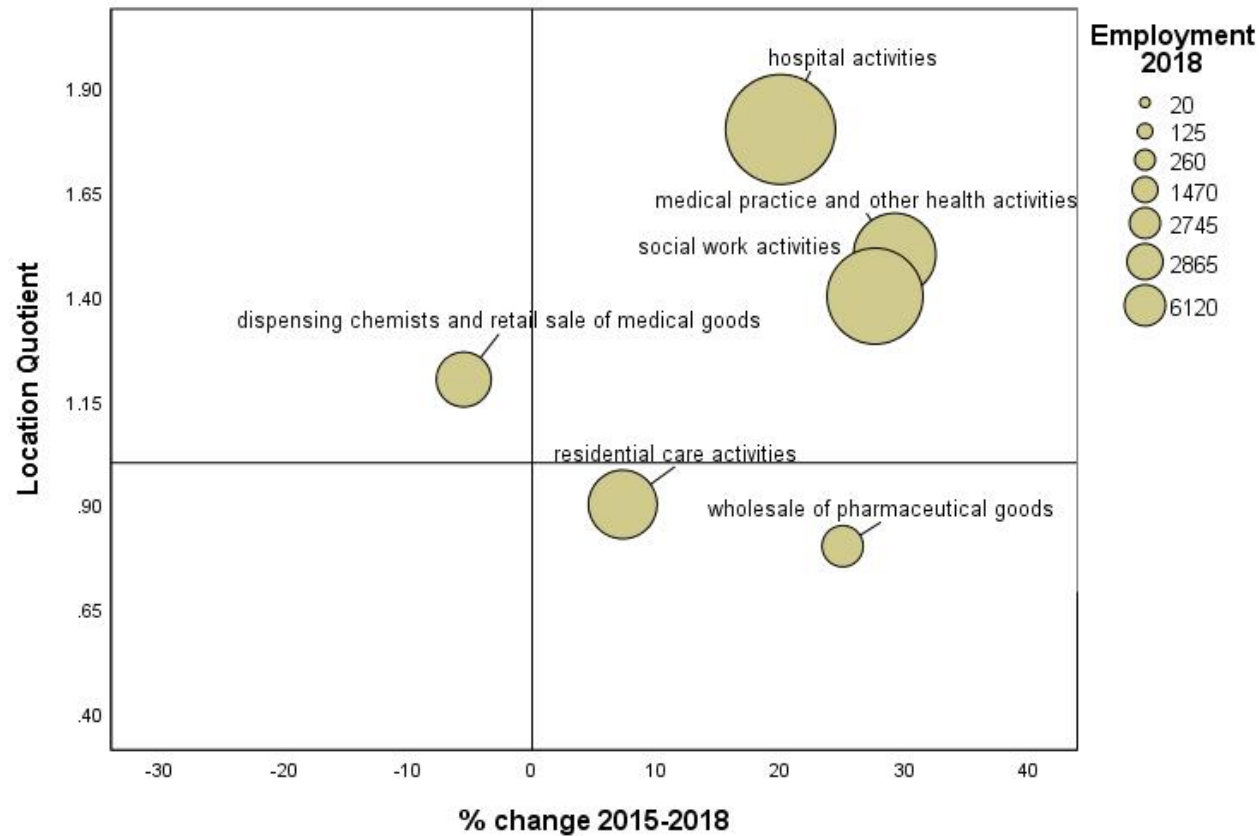


Source: BRES, 2018

## Health and Care

Health and care is a large sector by employment that is fast growing, particularly around hospitals, medical practices, and social work. This may be related to the growing population of Lincoln, but also to the increasing consolidation of hospital services at larger sites such as Lincoln County Hospital.

**Graph 10: Health and Care Employment in Lincoln PUA**

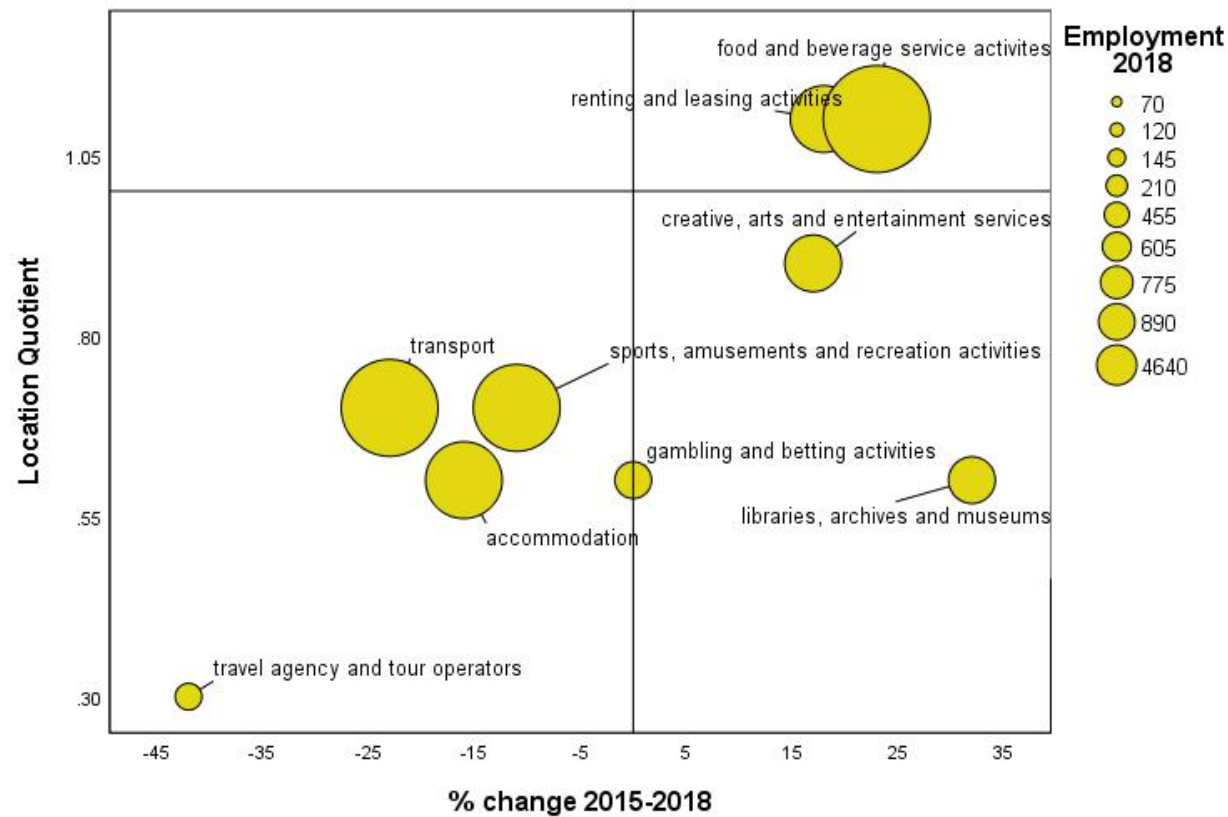


Source: BRES, 2018

## Visitor Economy

Visitor economy is a key sector for Lincoln, with growing activities around cafes and restaurants in particular, and some growth in creative arts. Despite Lincoln's heritage offer, few of the activities associated with visitor economy are highly represented. Although showing some growth here, there is vulnerability around museums and galleries associated with funding constraints. The accommodation sector in particular is under-represented and has seen loss of employment, which suggests that the city's hotel offer is under-developed.

**Graph 11: Visitor Economy in Lincoln PUA**

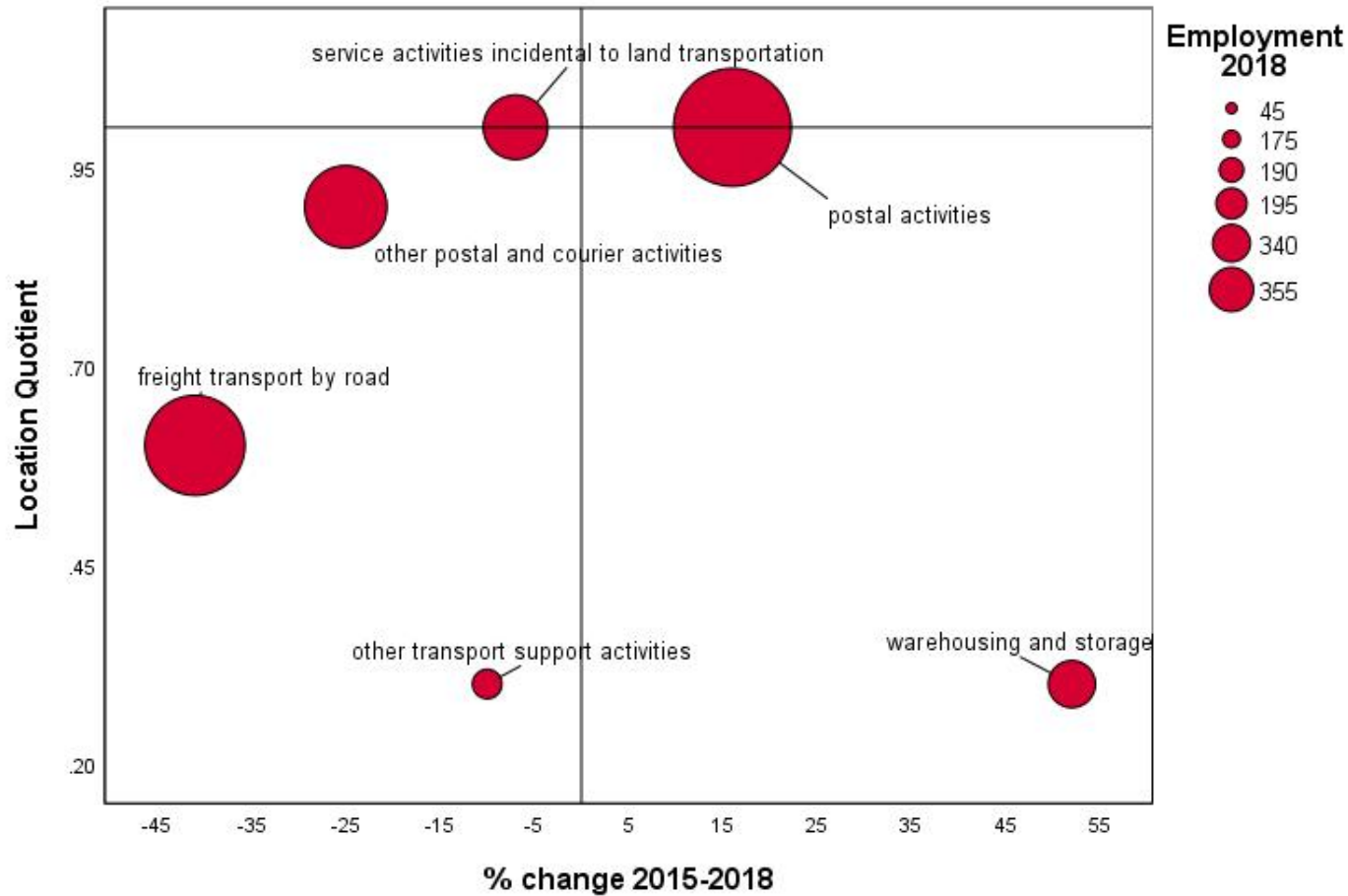


– Source: BRES, 2018

## Ports and Logistics

Lincoln is not well represented in ports and logistics activities, which is unsurprising given that these activities tend to take place at port location and (mainly non-urban) areas well connected to main transport routes. There has, however, been some growth in postal and warehousing/storage activities.

**Graph 12: - Ports and Logistics in Lincoln Principal Urban Area**

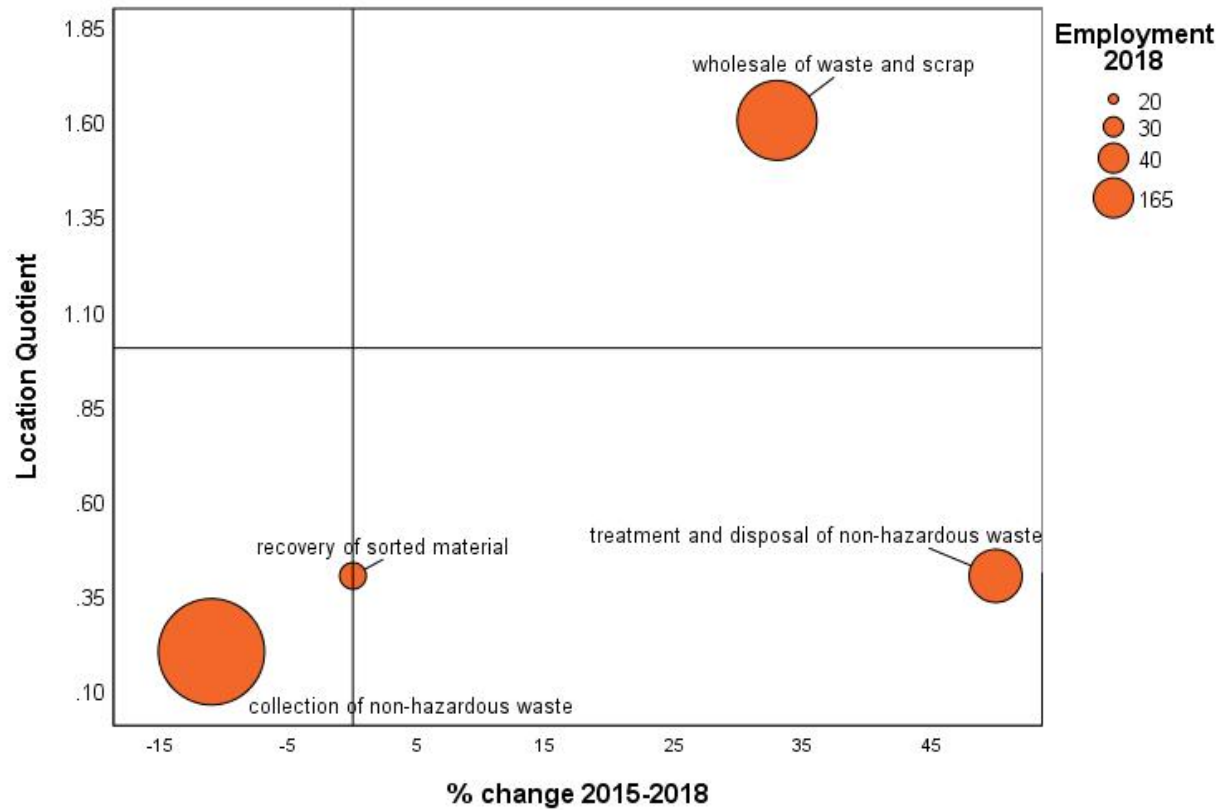


Source: BRES, 2018

## Low Carbon

The renewable energy sector is difficult to measure using traditional industrial classification codes. Lincoln has some niche activity in wholesale of scrap and growth in the treatment of hazardous waste. We also know that from Graph 7 that Lincoln has a high number of people employed in utilities, of which water treatment is a key component.

**Graph 13 – Low Carbon in Lincoln Principal Urban Area**

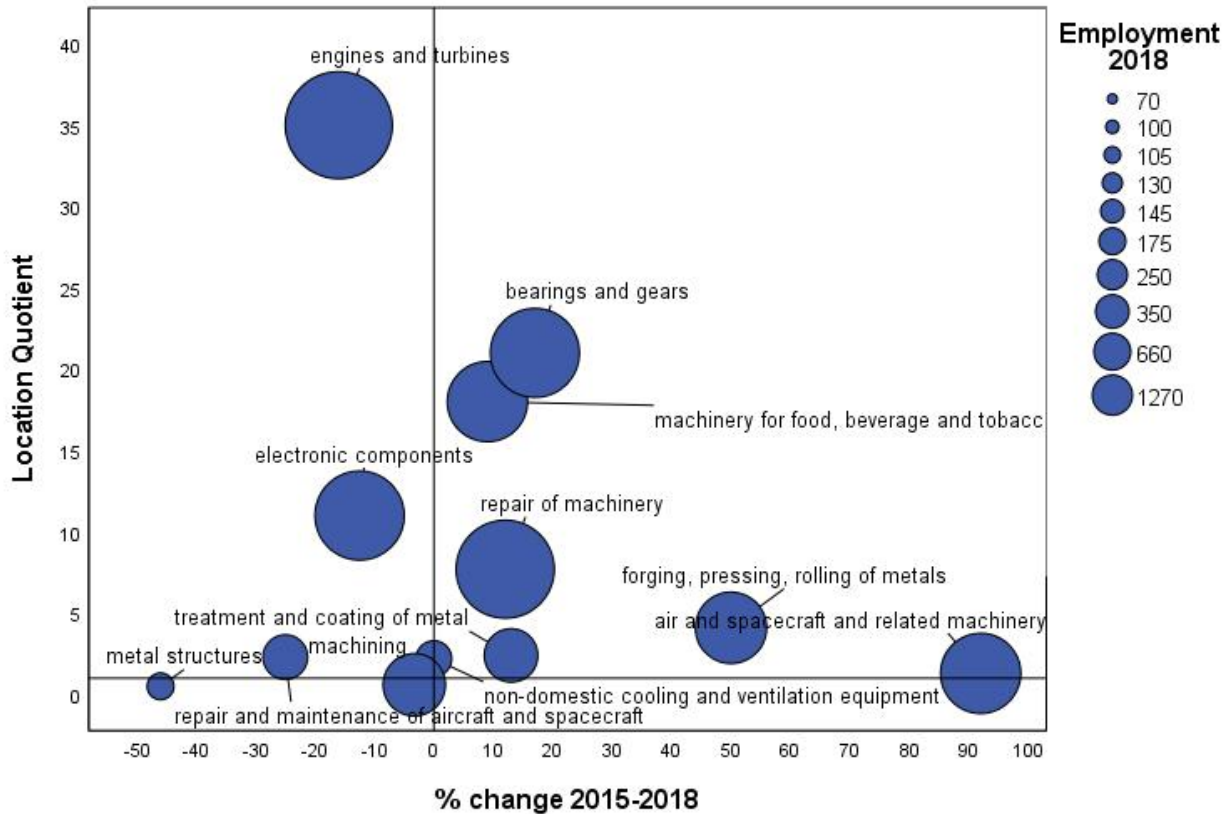


Source: BRES, 2018

## Manufacturing – Engineering

The Lincoln PUA is home to a number of engineering specialisms, most notably manufacture of engines and turbines ; 35 times the national average of employees are engaged in this activity. For turbines and other local specialisms, such as electronic components, there has been employment decline however. A number of areas have seen growth, however, including manufacture of bearings and gears, food processing machinery, metal pressing and rolling, and aircraft related machinery.

Graph 14 – Engineering in Lincoln Principal Urban Area

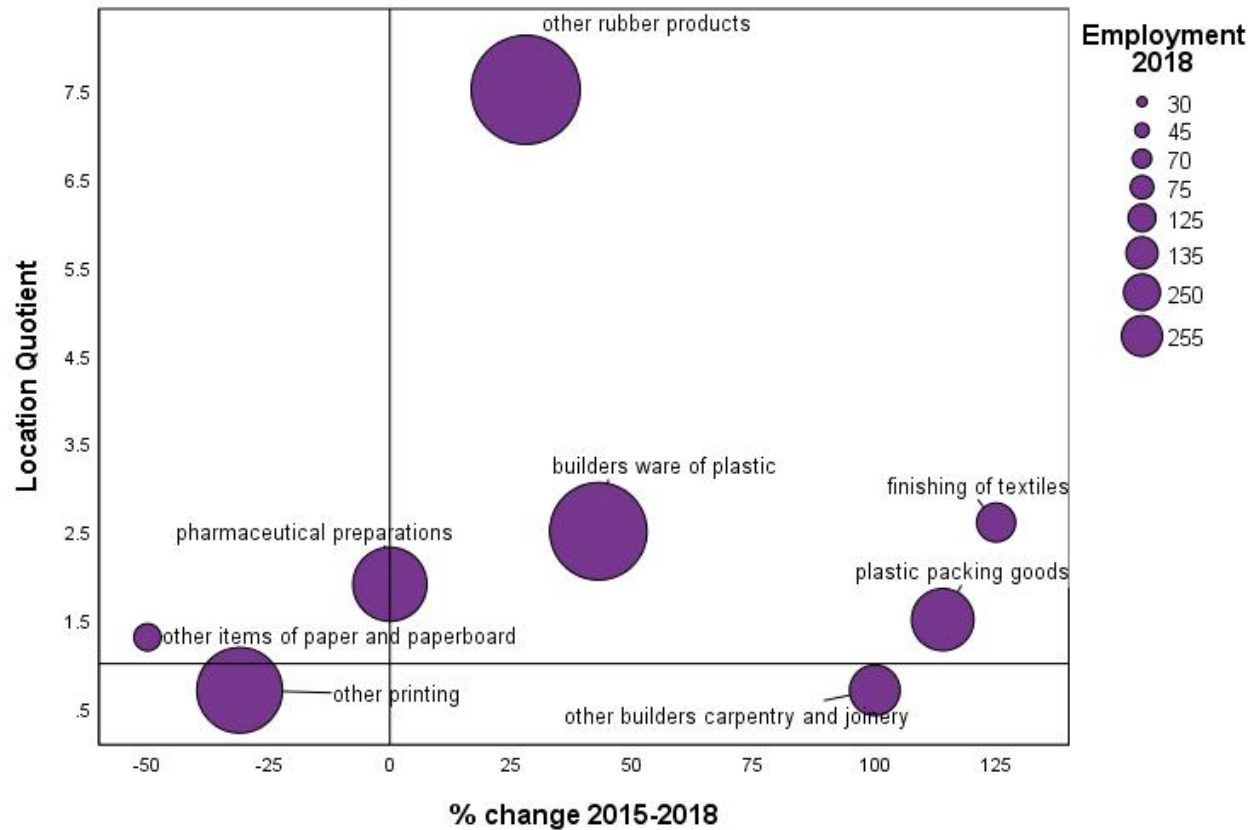


Source: BRES, 2018

## Manufacturing – Other

Manufacturing activity that is not related to engineering includes rubber products, pharmaceuticals, textiles and plastic packaging. Several of these activities have seen employment growth, although the numbers of people employed are relatively low compared with engineering.

**Graph 15 – Other Manufacturing in Lincoln Principal Urban Area**

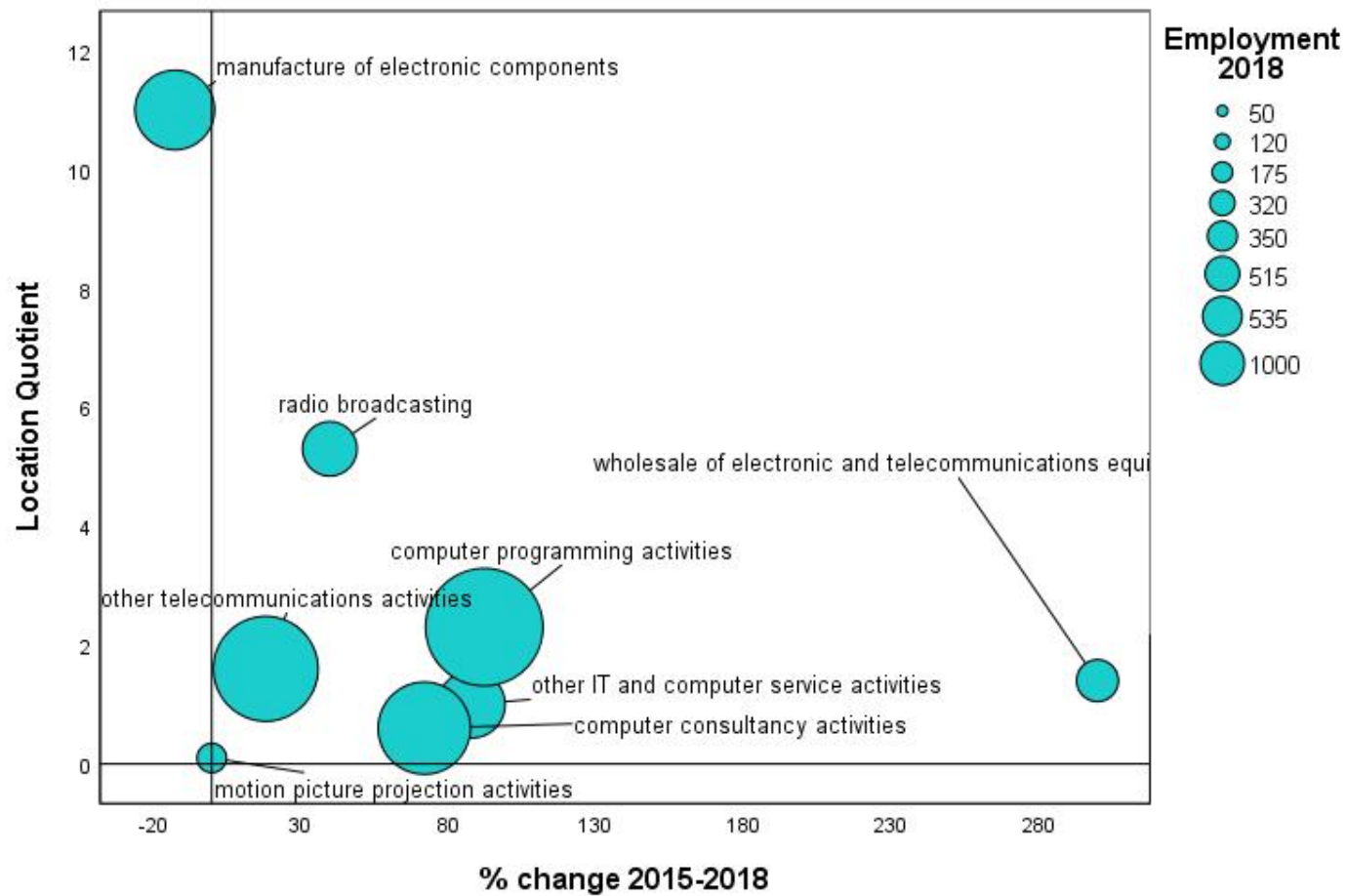


Source: BRES, 2018

## Digital

Digital is identified as an enabling sector by the Greater Lincolnshire LEP. The sector in Lincoln is small but fast growing; for example, computer programming activities now account for 1000 employees, having grown from 500 in 2015.

Graph 16 – Digital in Lincoln Principal Urban Area



Source: BRES, 2018



## A closer look at the digital sector

Rose Regeneration and the University of Lincoln undertook a study of Greater Lincolnshire's digital sector for the Business Lincolnshire Growth Hub in 2019, which included a focus on the key 'digital cluster' of Greater Lincoln (which includes Lincoln and North Hykeham). The following is an extract from the Digital Landscape report which can be accessed here: <https://www.businesslincolnshire.com/explore/digital/digital-landscape-report/>. Because the analysis was based on 2017 rather than 2018 data, some of the employment figures may differ slightly to those presented in Graph 16.

*Greater Lincoln is the location of more than a third (around 3,000) of Greater Lincolnshire's digital tech economy jobs, and accounts for more than half the total turnover of all digital companies in Greater Lincolnshire. Greater Lincoln now has two and a half the proportion employed in digital tech economy jobs than Greater Lincolnshire, at 4.5%.*

*North Hykeham and the Skellingthorpe Road/Doddington Road areas continue to be important locations for the digital tech sector, with North Hykeham seeing significant digital sector growth. Central Lincoln and, in particular, the area around the University of Lincoln is home to more than 400 digital tech jobs.*

**Notable Sectors** include computer programming, followed by telecommunications, manufacture of electronic components, and computer consultancy.

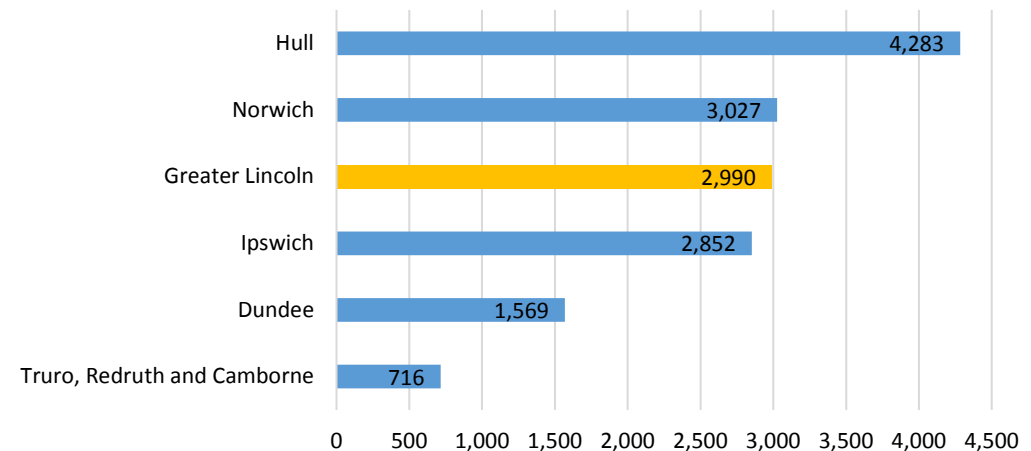
**Digital Cluster Activity:** Lincoln is the location of the new digital hub, Mosaic, and Digital Lincoln which is a local community of people and businesses interested in digital technology. Mosaic, which opened in October 2019, aims to facilitate the growth and development of the

*digital sector by providing dedicated space for digital businesses to network and collaborate.*

*Lincoln is also home to the University of Lincoln and Bishop Grosseteste University; there is a strong link between the University of Lincoln and local digital sector, based around recruitment of graduates into local digital jobs, and the emergence of new digital companies from incubation facilities based at both universities and the Lincoln Science Park.*

*Notable Companies include GCI Communications, Dynex Semi-Conductor, Integrity Software, ScholarPack, and Rockstar Games.*

**Graph 17 – Number of Digital Tech Economy Jobs in Greater Lincoln and Comparator Cities**



(Source: BRES, 2017 and Tech Nation, 2018)

### 3.6 Business Productivity

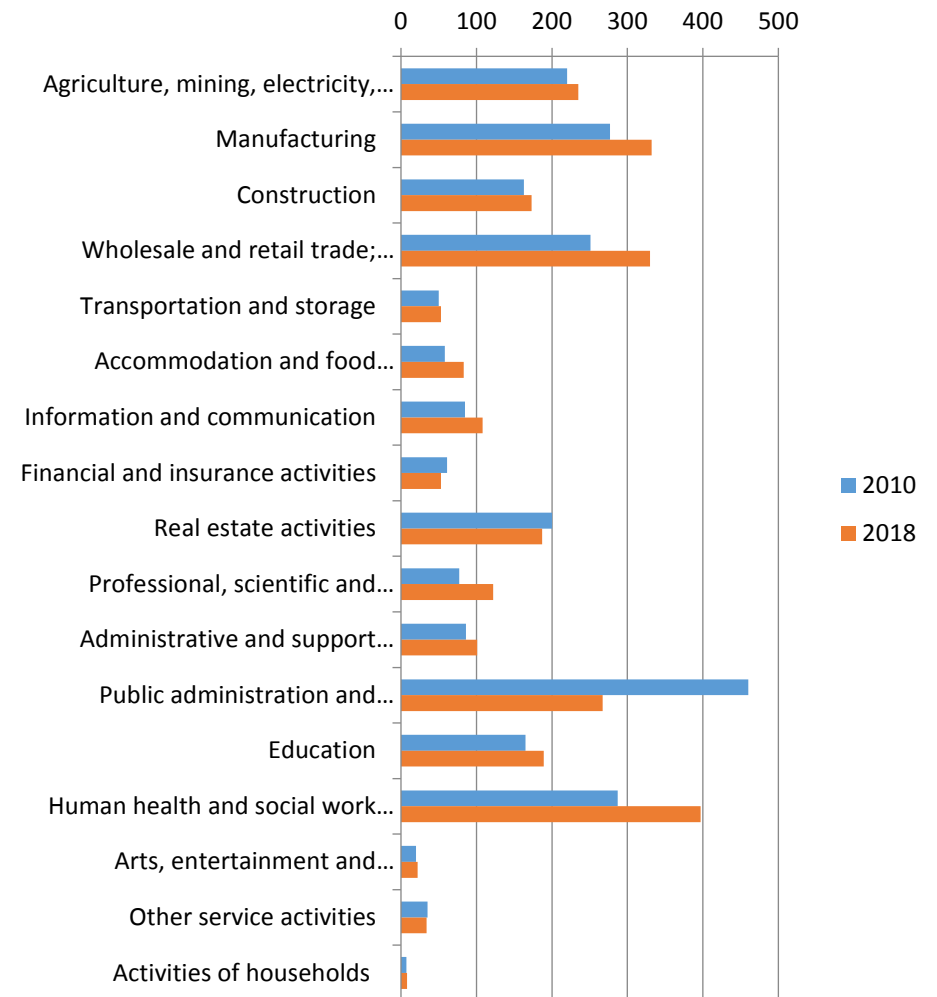
Gross Value Added (GVA) provides an indication of the Gross Domestic Product (the value of all goods and services) in a region. This helps us to understand differences in the productivity of each broad industrial sectors.

Graph 18 shows estimates of total GVA for each broad industrial sector in Lincoln, by 2016 prices. The estimates are calculated on a workplace basis, so allocated to the location where the economic activity takes place.

Overall the graph shows that the value of GVA has increased for most industrial sectors in Lincoln since 2010. Those with the greatest increase in GVA include wholesale and retail, human health and social work activities, and manufacturing.

Public administration and defence is notable in its decline in GVA contribution, perhaps stemming from public sector funding cuts following the 2008 recession. Real estate activities have also seen a reduction in GVA since 2010, albeit by a smaller magnitude.

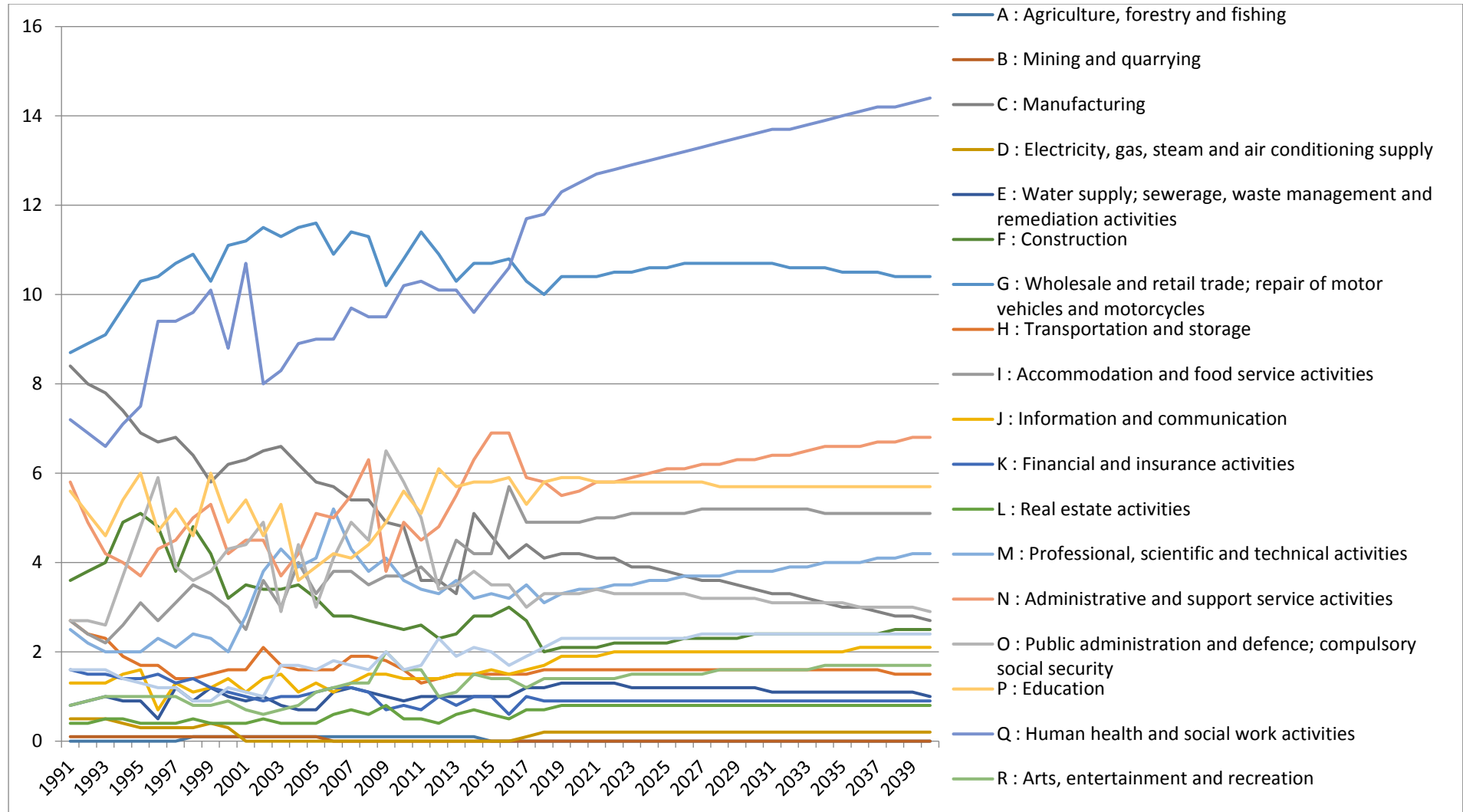
**Graph 18 – Regional gross value added (balanced) by industry: local authorities by NUTS 1 region (£million, 2016 prices)**



Source: Office for National Statistics (2018)

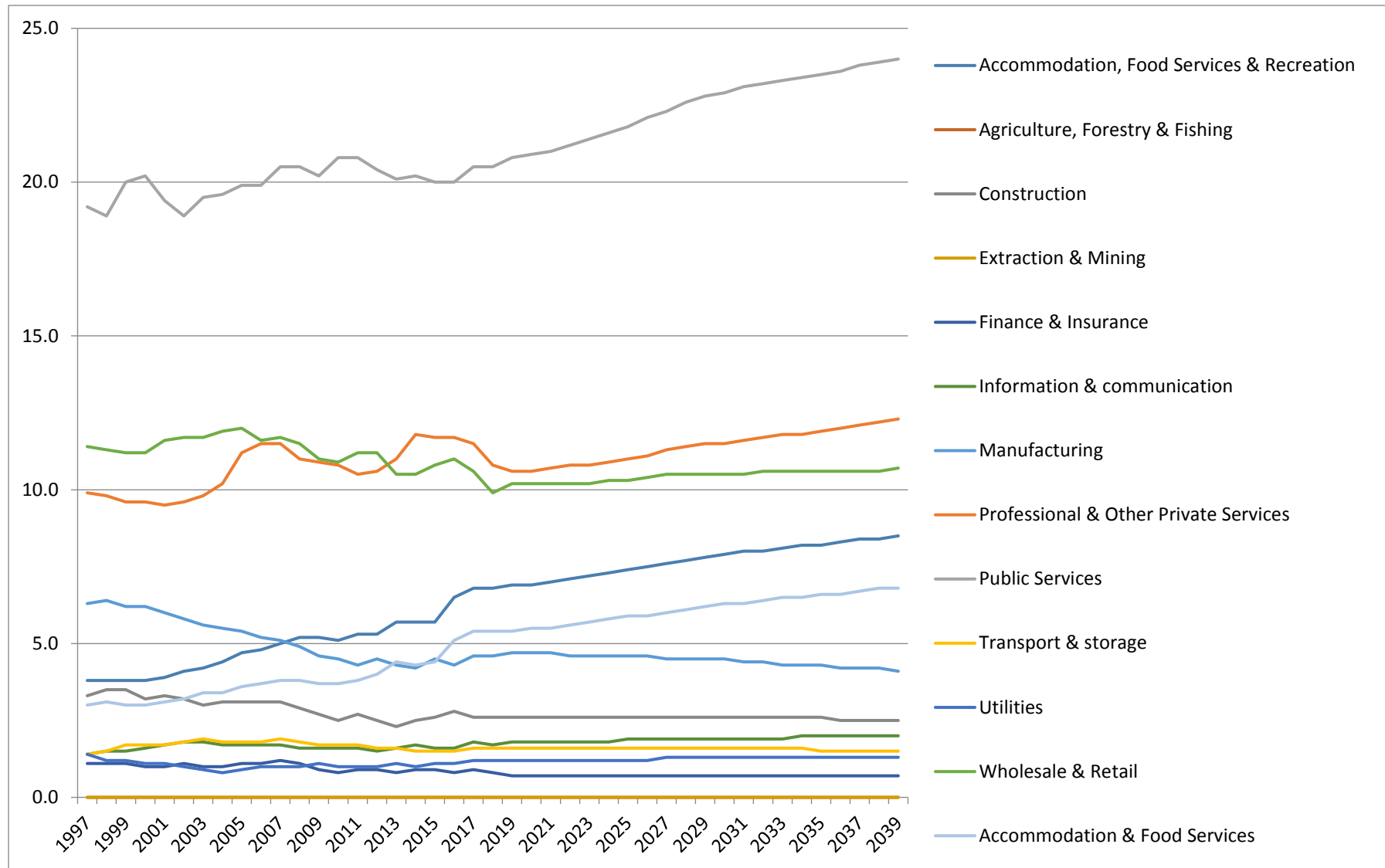
### 3.7 Employment Forecasts

Graph 19: Oxford Economics Employment Forecasts for Lincoln city (thousands)



The table above sets out the projections from Oxford Economics for the City of Lincoln to 2039. Overall modest growth is projected on a sector by sector base for the city. The areas projected to grow most significantly are Human Health and Social Work Activities and Administrative and Support Service Activities.

**Graph 20: Experian Employment Forecasts for Lincoln city (thousands)**



The Experian model broadly agrees (on the basis of the graph shown above) that the largest growth will be in public services and that growth overall will be modest.

## Section 4 – People and Communities

### 4.1 Population

Lincoln Principal Urban has a resident population of 127,896, of which 99,039 live within the City of Lincoln local authority boundary. The population of Lincoln has grown by 1,974 residents or 2% since 2015, which is in line with the Greater Lincolnshire and national averages. The population of the Principal Urban Area has increased by 3,816 or 3%. The population growth of the Principal Urban Area outside the Lincoln boundary therefore accounts for almost half of the population growth of the PUA.

**Table 1: Resident Population 2015 and 2018**

	2015	2018	Increase in residents	%
<i>Lincoln</i>	97,065	99,039	1,974	
<i>Lincoln PUA</i>	124,080	127,896	3,816	
<i>Central Lincolnshire</i>	301,753	309,893	8,140	
<i>Greater Lincolnshire</i>	1,067,200	1,087,700	20,500	
<i>Great Britain</i>	63,288,400	64,553,900	1,265,500	

Source: ONS mid-year population estimates, 2018

**Graph 21: The Age Profile of Lincoln City, PUA and Central Lincolnshire**



Source: ONS mid-year population estimates, 2018

## 4.2 Labour Market

The Lincoln Principal Urban Area has approximately 82,000 residents of working age (16-64). Of these, around 63,000 or 76.6% are economically active; that is in employment or unemployed and actively seeking work. The economic inactivity rate is greater for Lincoln and the Lincoln PUA when compared with the Greater Lincolnshire and Great Britain. This can be partly attributed to the high student population, which accounts for nearly half of those who are economically inactive in Lincoln.

**Table 2: Labour Market Activity**

	<i>Lincoln</i>	<i>Rest of PUA</i>	<i>Lincoln PUA</i>	<i>Greater Lincs</i>	<i>GB</i>
<i>Economically Active</i>	75.1%	83.0%	76.6%	79.0%	78.9%
<i>In employment</i>	73.0%	79.2%	74.2%	75.0%	75.6%
<i>Unemployed</i>	4.8%	3.8%	4.6%	4.9%	4.1%
<i>Economically Inactive</i>	24.9%	17.0%	23.4%	21%	21.1%

*Source: Annual Population Survey 2018 and Census 2011*

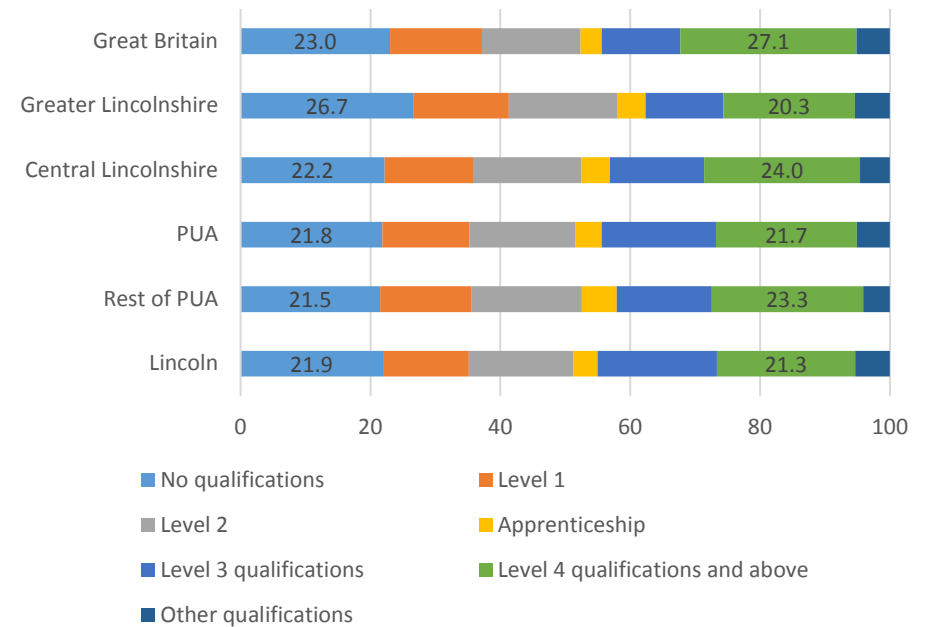


### 4.3 Skills

Detailed information on levels of qualifications (as a proxy for skills) is only available for smaller geographies (such as ward) from the 2011 Census. As the graph shows, in 2011, the qualifications profile of Lincoln and the PUA were broadly similar, with around 22% lacking any qualifications, and 21% with at least a level 4 qualification. The wards outside the Lincoln boundary that make up the 'rest of the PUA' had a slightly higher proportion of those with level 4 qualifications.

For level 4 qualifications, all areas lagged behind the profile for Great Britain, where 27% of the population aged over 16 were qualified to this level.

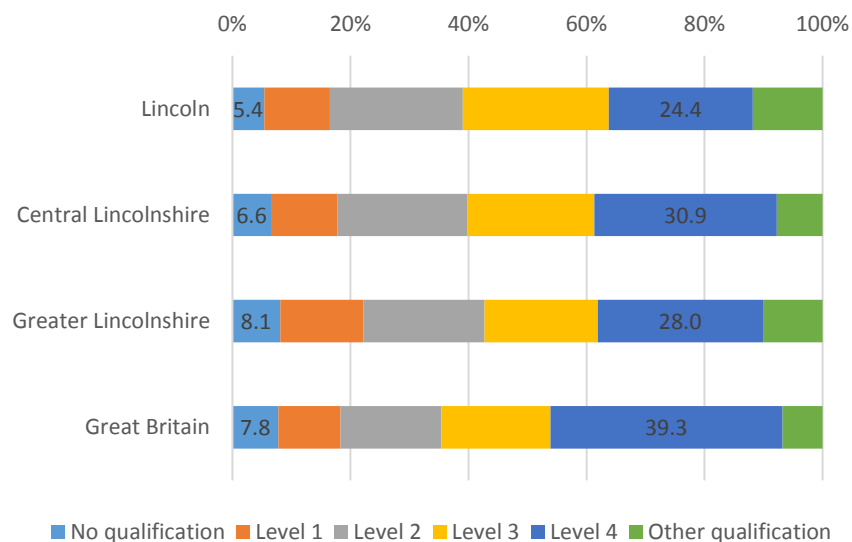
**Graph 22: Highest level of Qualification for residents aged 16 and over (%), 2011**



Source: Census 2011

As the following graph shows, the British population has become more qualified over the last decade, with 39% of residents aged 16 and over now qualified to level 4 (degree level) and above. In Lincoln, almost a quarter of residents are now level 4 qualified. The proportion of those that are qualified to this level in Central Lincolnshire, at 31%, is greater still and exceeds the Greater Lincolnshire average.

**Graph 23: Highest level of Qualification for residents aged 16 and over, 2019**



Source: Annual Population Survey, 2019

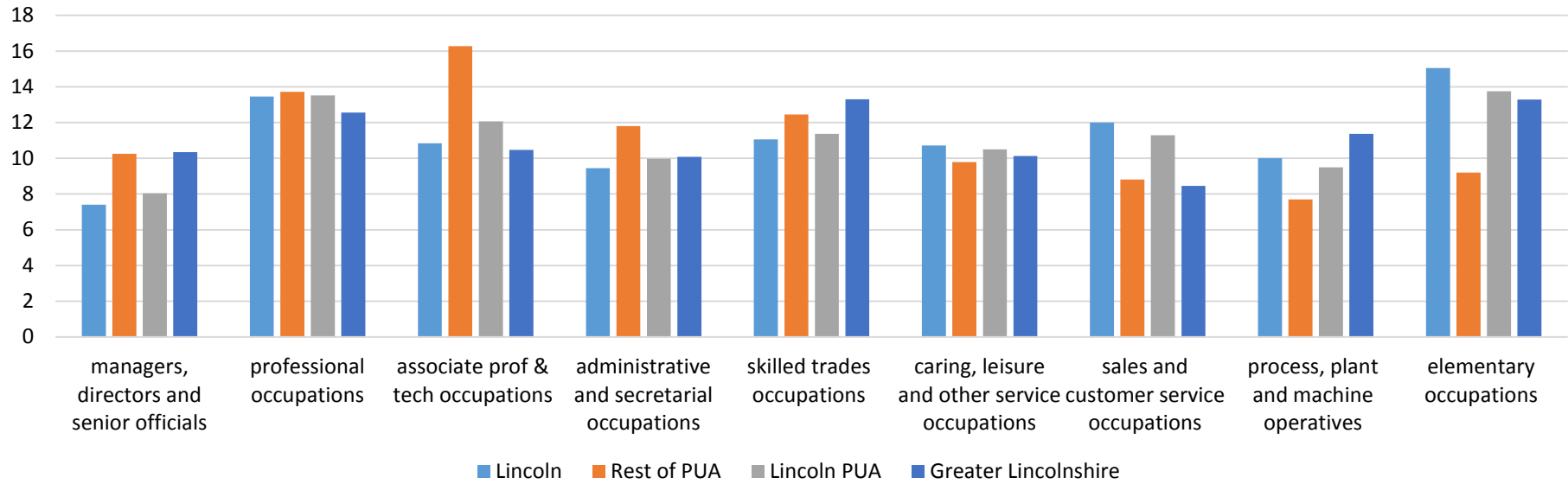
## 4.5 Occupations

Table 3: Employment by Occupations (%), 2019

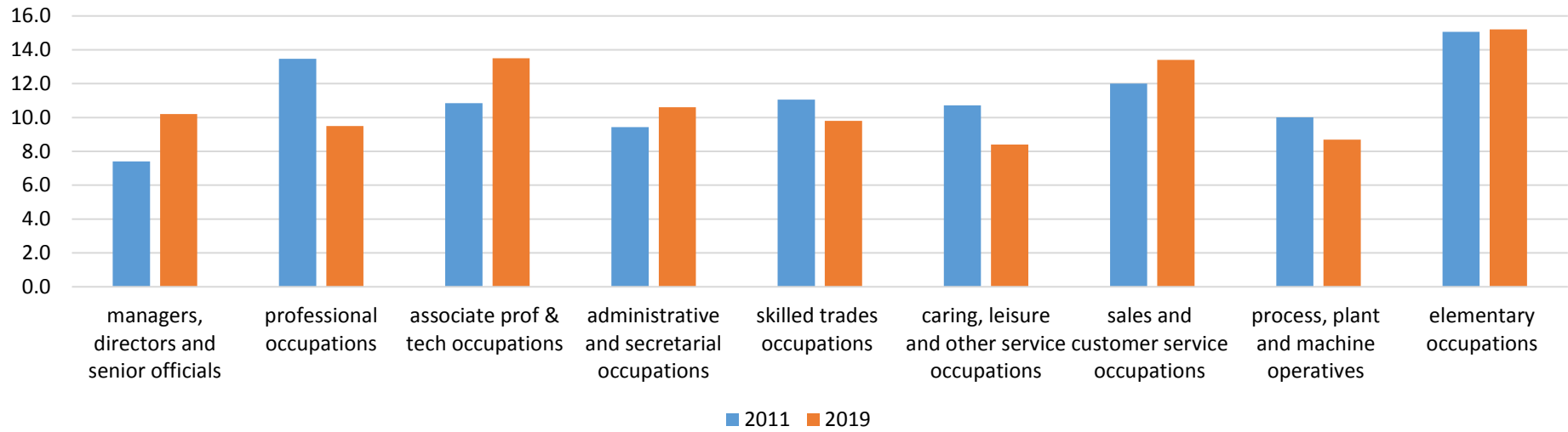
	Lincoln	Central Lincolnshire	Greater Lincolnshire	Great Britain
<i>managers, directors and senior officials</i>	10.2	9.1	11.8	11.1
<i>professional occupations</i>	9.5	15.5	13.8	21.0
<i>associate prof &amp; tech occupations</i>	13.5	11.8	10.9	14.8
<i>administrative and secretarial occupations</i>	10.6	9.5	7.9	9.8
<i>skilled trades occupations</i>	9.8	13.9	13.2	10.0
<i>caring, leisure and other service occupations</i>	8.4	10.2	11.4	9.0
<i>sales and customer service occupations</i>	13.4	9.5	7.9	7.3
<i>process, plant and machine operatives</i>	8.7	7.8	10.9	6.3
<i>elementary occupations</i>	15.2	12.8	11.8	10.3

Source: Annual Population Survey, 2019

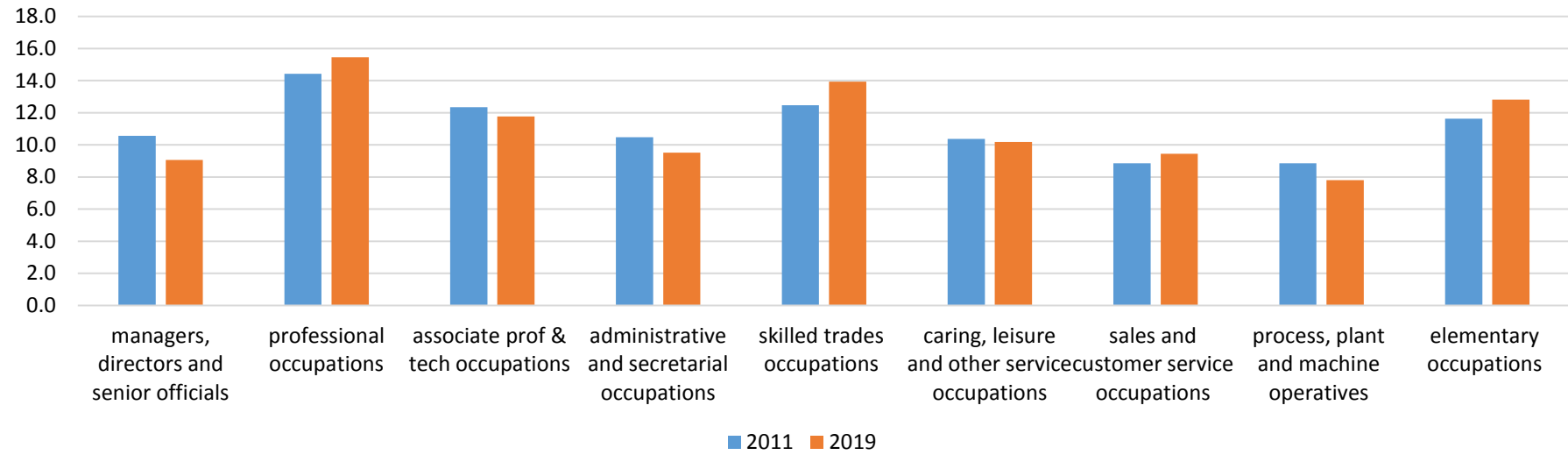
**Graph 24: Employment by Occupation in Lincoln at the time of the 2011 Census (%)**



**Graph 25: Employment by Occupation in Lincoln City, 2011-2019 (%)**



**Graph 26: Employment by Occupation in Central Lincolnshire, 2011 and 2019 (%)**



#### 4.4 Wages

Average wages for Lincoln and surrounding districts have historically been below that for the country overall. It is not possible to get details of wages for the Lincoln PUA, but the table below presents gross weekly wages for Lincoln and the other Central Lincolnshire districts of North Kesteven and West Lindsey, along with Greater Lincolnshire.

The gross weekly wage of those who work in Lincoln was £559 in 2019, which is almost £150 less than the average national weekly wage. While average wages across Great Britain have increased by 17% between 2010 and 2019, they have grown by no more than 5% in Lincoln. This suggests that the economy of the City continues to be dominated by low wage employment. The comparison between residence- and workplace-based wages does not suggest a big difference between those who live in Lincoln and those who work in Lincoln.

The wage growth in North Kesteven and West Lindsey far exceeds the national average, however, which suggests strong productivity growth across the wider Central Lincolnshire economy. In the case of North Kesteven, some of this may be driven by business activity in North Hykeham, although it is not possible to confirm this using this dataset. Across all three Central Lincolnshire districts, the residence-based wages are stronger than the workplace-based wages, which suggests that out-commuting or remote working are playing a role in pushing up average wages.

**Graph 4: Highest level of Qualification for residents aged 16 and over, 2019**

	Workplace-based			Residence-based		
	2010	2019	% change	2010	2019	% change
<b>Lincoln</b>	£531	£559	5%	£551	£574	4%
<b>North Kesteven</b>	£491	£608	24%	£525	£631	20%
<b>West Lindsey</b>	£501	£607	21%	£561	£651	16%
<b>Greater Lincolnshire</b>	*£539	£589	*9%	*£554	£606	*9%
<b>Great Britain</b>	£601	£706	17%	£602	£706	17%

*Source: Annual Survey of Hours and Earnings, 2020*

\*Greater Lincolnshire data only available from 2014

Gross weekly wage is for £559 by place of work and £573 by place of residence

## **SECTION 5. Benchmarking**

Lincoln is a historic city, which can be benchmarked against a number of peer cities. Analysis of the list of Cipfa near neighbours from an audit perspective and consideration of the list of its similarity in terms of role and function with the local authorities that network as part of the England's Historic Cities group provides the following listing of comparators:

- Canterbury
- Cambridge
- Carlisle
- Exeter
- Gloucester
- Ipswich
- Mansfield
- Oxford
- St Albans
- Worcester

The assessment of the towns to include has included a consideration of their spatial profile. Cambridge, Canterbury and Carlisle as local authority areas have larger hinterlands but are included to give good geographical coverage. Mansfield is included because it is a near neighbour and along with Ashfield is in the Centre for Cities benchmarking list, which we have followed as our guiding principle for the benchmarking process. Durham, which would also be a good fit is excluded because as part of a county unitary the data for the city is hard to isolate. Salisbury and Lancaster have hinterlands, which are so large they are not usefully comparable.

The Centre for Cities benchmarking process involves the following themes:

- Business and Innovation
- Demography
- Exports
- Housing
- Industrial Structure

- Jobs/Employment
- Size
- Skills/Wages/Inequality
- Travel and Environment
- Welfare

In total 35 variables based on a nuance of this list, themed around the measures which are most straightforwardly accessible, are considered to provide a ranking on each benchmarked area.



## 5.1 Business and Innovation

This area of benchmarking considers the fluctuations in the local economy, by comparing rates of business births and deaths. It examines “churn” based on starts and closures as a % of all businesses. It looks at entrepreneurship in terms of the stock of businesses per 10,000 workers and it looks at productivity in the context of GVA per worker.

Lincoln emerges as a very stable economy. It has the smallest rate of business births and deaths within the list. It also has a low level of starts and closures as a percentage of all its businesses. It has the lowest stock of businesses per 10,000 people and the third lowest GVA per worker. In very simple terms as a small City it can be characterised as having a low level of business dynamism.

	Births Per 10,000 popn		Deaths Per 10,000 popn		Churn Starts - closures as % of all		Stock Business es per 10000 people		GVA per Worker
Lincoln	19.750	Lincoln	17.927	Cambridge	-0.001	Lincoln	154	Mansfield	16073
Mansfield	25.919	Mansfield	21.707	Carlisle	0.007	Mansfield	178	Canterbury	19839
Carlisle	26.463	Carlisle	24.089	St Albans	0.008	Worcester	301	Lincoln	22243
Worcester	38.767	Worcester	32.388	Lincoln	0.012	Carlisle	320	Carlisle	23774
Gloucester	45.020	Canterbury	38.536	Oxford	0.014	Gloucester	335	Ipswich	24728
Canterbury	45.808	Gloucester	39.507	Gloucester	0.016	Oxford	363	Gloucester	26198
Cambridge	48.108	Oxford	43.702	Canterbury	0.019	Ipswich	376	Worcester	26860
Oxford	48.686	Ipswich	47.054	Worcester	0.021	Canterbury	383	St Albans	29130
Ipswich	57.202	Cambridge	48.506	Exeter	0.022	Cambridge	395	Exeter	31446
Exeter	63.611	Exeter	54.524	Mansfield	0.024	Exeter	414	Cambridge	38900
St Albans	87.791	St Albans	81.989	Ipswich	0.027	St Albans	690	Oxford	41848
England	60.747	England	53.217	England	0.018	England	414	England	

Sources ONS: Business Demography and Regional/Local GVA Tables

## 5.2 Demography

Lincoln is mid ranked in terms of 18-29 year olds (its pipeline of talent) and in terms of 45-64 year olds (more mature workers) it is also mid ranked, Lincoln has a very high proportion of over 65 year olds. Overall it has a moderately positive demographic profile with a moderate stock of younger workers and a high proportion of over 65s. Lincoln is relatively modest in the diversity of its population having relatively few residents not born in the UK (albeit apart from Oxford and Cambridge which are centres of international learning the whole range across the cities considered is 5 to 13%)

Demography							
	18-29		45-64		65+		Not born in UK
Carlisle	0.11	Mansfield	0.19	Mansfield	0.12	Carlisle	0.05
Ipswich	0.13	Cambridge	0.20	Cambridge	0.13	Mansfield	0.06
Gloucester	0.14	Oxford	0.21	Exeter	0.15	Worcester	0.08
St Albans	0.15	Exeter	0.22	Oxford	0.16	Lincoln	0.10
Canterbury	0.16	Lincoln	0.23	Canterbury	0.16	Gloucester	0.10
Worcester	0.19	Canterbury	0.24	St Albans	0.17	Canterbury	0.11
Lincoln	0.24	Worcester	0.25	Worcester	0.17	Exeter	0.11
Exeter	0.27	St Albans	0.26	Carlisle	0.17	Ipswich	0.12
Oxford	0.28	Carlisle	0.26	Gloucester	0.19	St Albans	0.13
Cambridge	0.30	Gloucester	0.28	Lincoln	0.20	Oxford	0.28
Mansfield	0.32	Ipswich	0.28	Ipswich	0.22	Cambridge	0.29
England	0.15	England	0.26	England	0.18	England	0.14

Sources: ONS Mid Year Population Estimate and Census 2011

### 5.3 Housing

Lincoln has a distinctively high number of rented properties. It has a relatively modest number of full or part owned properties compared to the city norms within this cohort. The City has a very modest affordability ratio with relatively low housing values.

Housing									
	% Total Rent		% Owned		Affordability-cost compared to average wages per year		Total Number of Houses		Average Cost of a House
St Albans	0.26	Cambridge	0.50	Carlisle	5.2	Lincoln	39,825	Mansfield	134563
Carlisle	0.30	Oxford	0.50	Mansfield	5.6	Worcester	42,042	Carlisle	138190
Gloucester	0.31	Lincoln	0.57	Lincoln	5.8	Mansfield	44,928	Lincoln	152604
Canterbury	0.32	Ipswich	0.58	Ipswich	7.0	Cambridge	46,714	Ipswich	198316
Mansfield	0.32	Exeter	0.62	Gloucester	7.1	Carlisle	48,342	Gloucester	203502
Worcester	0.33	Worcester	0.67	Worcester	7.2	Exeter	49,242	Worcester	211395
Exeter	0.38	Mansfield	0.68	Exeter	8.6	Gloucester	50,363	Exeter	255773
Ipswich	0.42	Canterbury	0.68	Cambridge	8.8	Oxford	55,375	Cambridge	302549
Lincoln	0.43	Gloucester	0.69	St Albans	11.8	St Albans	56,140	Oxford	403543
Oxford	0.50	Carlisle	0.70	Oxford	12.8	Ipswich	57,298	Canterbury	448292
Cambridge	0.50	St Albans	0.74	Canterbury	12.9	Canterbury	60,771	St Albans	491562
<b>England</b>	0.35	<b>England</b>	0.65	<b>England</b>	8.0	<b>England</b>	22,063,368	<b>England</b>	246453

Sources: 2011 Census, HM Treasury House Price Data

## 5.4 Industrial Structure

Lincoln has a very modest number of Knowledge Intensive Businesses, a relatively high proportion of manufacturing employers and mid ranking dependency on the service sector. This manifests itself in a relatively modest proportion of private businesses and a relatively higher proportion of public agency jobs in its service sector. The majority of Cities have a higher proportion of service sector jobs in the public sector than the England average as a consequence of their functionality as major public service centres.

Industrial Structure									
	Knowledge Intensive Business %		Manufacturing %		Services %		Public Service %		Private Services %
Carlisle	12	Canterbury	1.7	Carlisle	83	St Albans	18	Oxford	41
Lincoln	14	Exeter	3	Mansfield	84	Carlisle	28	Worcester	50
Canterbury	16	Ipswich	3	Worcester	86	Mansfield	29	Canterbury	52
Oxford	18	Cambridge	3	Gloucester	88	Ipswich	32	Lincoln	52
Gloucester	19	St Albans	3	Ipswich	88	Gloucester	35	Gloucester	53
Mansfield	20	Oxford	4	Lincoln	88	Exeter	36	Exeter	54
Exeter	21	Gloucester	6	Exeter	90	Worcester	36	Carlisle	55
Ipswich	21	Lincoln	7	Oxford	90	Lincoln	37	Mansfield	55
Worcester	21	Worcester	9	St Albans	91	Canterbury	39	Cambridge	56
St Albans	26	Mansfield	10	Canterbury	91	Cambridge	41	Ipswich	56
Cambridge	28	Carlisle	11	Cambridge	97	Oxford	49	St Albans	73
England	23	England	80	England	86	England	26	England	60

Source Business Register and Employment Survey

## 5.5 Jobs/Employment

Lincoln has the highest unemployment in its cohort of comparators. This involves a relatively high proportion of 16 -24 year olds. The City has a small working population, relatively high levels of economic inactivity and a relatively very small proportion of people employed as a proportion of the working population. It has a relatively under developed private sector stock of jobs compared to its comparators.

	Claimants as a proportion of residents aged 16-64		16-24 as a proportion of claimants		Working Population		Econ inactive		% employed as % of the Working Population		% Private Sector Jobs		% Jobs Public Money		Ratio
Cambridge	1.6	Mansfield	0.09	Carlisle	65625	Gloucester	16.4	Canterbury	68.2	Oxford	51	St Albans	18	Oxford	1.04
Exeter	1.6	Cambridge	0.13	Mansfield	67031	Worcester	17.2	Lincoln	70.4	Cambridge	59	Carlisle	28	Cambridge	1.44
St Albans	1.6	Gloucester	0.15	Lincoln	67083	Oxford	17.7	St Albans	72.0	Canterbury	61	Mansfield	28	Canterbury	1.56
Oxford	1.9	St Albans	0.15	Worcester	67200	Cambridge	18.6	Mansfield	76.3	Lincoln	63	Ipswich	32	Lincoln	1.70
Canterbury	2.2	Lincoln	0.17	Gloucester	80714	Ipswich	18.7	Carlisle	77.0	Exeter	64	Gloucester	35	Exeter	1.78
Carlisle	2.4	Oxford	0.19	Cambridge	86563	Exeter	19.5	Ipswich	77.7	Worcester	64	Exeter	36	Worcester	1.78
Worcester	2.5	Carlisle	0.19	Exeter	87188	Mansfield	20.5	Exeter	78.9	Gloucester	65	Worcester	36	Gloucester	1.86
Gloucester	2.8	Canterbury	0.23	Ipswich	87917	Carlisle	20.6	Cambridge	79.8	Ipswich	68	Lincoln	37	Ipswich	2.13
Mansfield	3.2	Ipswich	0.24	St Albans	88125	Lincoln	26	Worcester	80.3	Carlisle	72	Canterbury	39	Carlisle	2.57
Ipswich	3.6	Worcester	0.34	Canterbury	105682	St Albans	26.4	Oxford	80.4	Mansfield	72	Cambridge	41	Mansfield	2.57
Lincoln	3.6	Exeter	0.40	Oxford	107895	Canterbury	29.6	Gloucester	80.8	St Albans	82	Oxford	49	St Albans	4.56
England	2.9	England	0.19	England	34848276	England	20.9	England	76.2	England	64	England	36	England	1.78

Sources: DWP Benefits Claimant Data, ONS Mid Year Population Estimates; Nomis Local Authority Area Profiles

## 5.6 Size

Lincoln is the smallest City in the comparator list by population but punches modestly above its weight in terms of GVA per worker and total stock of jobs.

Size					
	GVA		Population		Total Jobs
Mansfield	1727	Lincoln	99,039	Mansfield	40000
Lincoln	2175	Worcester	101,891	Worcester	54000
Carlisle	2577	Carlisle	108,387	Lincoln	56000
Worcester	2749	Mansfield	108,841	Carlisle	57000
Canterbury	3222	Cambridge	125,758	Gloucester	63000
Ipswich	3361	Gloucester	129,285	Canterbury	66000
Gloucester	3366	Exeter	130,428	Ipswich	72000
Exeter	4082	Ipswich	137,532	St Albans	75000
St Albans	4261	St Albans	147,373	Exeter	92000
Cambridge	5127	Oxford	154,327	Cambridge	106000
Oxford	6750	Canterbury	164,553	Oxford	121000

Sources: ONS Regional/Local GVA Tables, ONS Mid Year Population Estimates, Business Register and Employment Survey Data

## 5.7 Skills/Wages/Inequality

Lincoln has comparatively low levels of wages and relatively poor education outcomes compared to its comparator cities.

Skills/Wages/Inequality			
	Weekly Wages		IMD Education
Mansfield	470.7	Mansfield	18
Carlisle	518.3	Ipswich	35
<b>Lincoln</b>	<b>519.1</b>	<b>Lincoln</b>	<b>57</b>
Worcester	543.4	Carlisle	83
Ipswich	548.9	Gloucester	85
Gloucester	549.7	Canterbury	187
Exeter	570.6	Exeter	194
Canterbury	626.6	Worcester	201
Oxford	630.9	Oxford	232
Cambridge	631.9	Cambridge	284
St Albans	766.6	St Albans	316
<b>England</b>	<b>591.3</b>	<b>England</b>	

Sources: English Indices of Deprivation 2019, Annual Survey of Hours and Earnings

## 5.8 Travel/Environment

Lincoln has a relatively low stock of people who work mainly from home a moderate level of public sector commuting, the City also has a relatively modest carbon footprint.

Travel and Environment					
	%Work Mainly From Home		% Public Transport		CO2 Per Capita
Gloucester	0.07	Worcester	0.06	Ipswich	3
Ipswich	0.07	Carlisle	0.07	Lincoln	3.5
Lincoln	0.07	Mansfield	0.07	Worcester	3.5
Mansfield	0.08	Gloucester	0.08	Canterbury	3.6
Worcester	0.08	Lincoln	0.08	Gloucester	3.6
Exeter	0.09	Canterbury	0.10	Exeter	3.7
Carlisle	0.10	Ipswich	0.10	Mansfield	4.1
Cambridge	0.11	Cambridge	0.11	Cambridge	4.3
Oxford	0.11	Exeter	0.11	Oxford	4.4
Canterbury	0.12	Oxford	0.19	Carlisle	5.5
St Albans	0.13	St Albans	0.21	St Albans	6.3

Sources 2011 Census, DECC CEO2 Emissions Per Capita



## SECTION 6: Key Informant Narratives

As part of the evidence gathering for the Lincoln economic growth study, interviews were undertaken with the following:

- Julian Free, Pro Vice Chancellor, University of Lincoln
- Tom Blount, Boole Technology Centre, Lincoln Science and Innovation Park
- Sukhy Johal, Director of Centre for Culture and Creativity, University of Lincoln
- Ben James, Mosaic Digital Hub
- Victoria McNaughton, Mosaic Digital Hub
- Lewis Stringer, British Business Bank
- David Rossington, Investors in Lincoln
- Tim Bradford, Banks Long and Co
- Herman Kok, Lindum Construction
- Dan Westlake, Digital Lincoln
- Investors in Lincoln – at its Board Meeting on 6 February 2020

Key emerging findings include:

### 6.1 Key Trends

Some key developments affecting the Lincoln economy include:

**Growth of Waddington:** The growth of Istar NATO headquarters at Waddington is attracting military contractors to Lincoln, including to Teal Park (QinetiQ, N3 military systems, 3SDL Communications, Leonardo) and to the Boole Technology Centre at Lincoln Science and Innovation Park (METIS Aerospace, Ebeni, SRC UK). Although many of these companies

are out-stations of the main companies there is scope to persuade them to bring their headquarters to Lincoln, particularly as the MOD is committed to Istar expansion. The LSIP is currently embarking on a second building to house tenants that have outgrown the Boole Technology Centre, and it is likely that the majority of tenants in the new building will be from the defence sector.

**Growth of the University:** the University of Lincoln student population has exceeded 15,000 which was intended to be the optimum size of the institution. The University has recently opened a number of new schools in STEM subjects (e.g. Chemistry, Engineering, Geography, Pharmacy) and the Medical School

**Lincolnshire Institute of Technology:** the significant investment planned in Lincoln College to enable it to create a step change in its technical training offer, alongside the enhancement of the outreach facilities of the University Technical College (UTC) provide scope to increase the scale and range of technical training opportunities in the City.

**Opening of Mosaic Digital Hub:** the hub, which opened in the city centre October 2019, has Scholarpak as its anchor tenant and four offices have already been taken, along with many more hot desks. The hub is intended to provide a focal point for the sector and to help build the digital community; Digital Lincoln holds its meet ups there. The potential for knowledge sharing and collaboration, and to create an environment that counteracts the isolation of lone working in the sector.

**Investment in the High Street and Transport Hub:** the regeneration of the Cornhill area, longer term plans for the redevelopment of the South High Street area, likely to lead to a concentration of the retail core and

the increase in the number of trains to London all provide significant optimism for future growth in the functional core of the City.

**Eastern Bypass:** The imminent completion of the Eastern Bypass will open up significant land for employment uses. It will help to remove the constraints to growth in a significant quarter of the City.

**A World Class Tourism Offer:** The completion of the HLF investment in the Cathedral, complemented by the recent Bomber Command museum provides a very potent mix of tourism opportunities connected with the City, which allied to its enhanced external connectivity by train and an improved circulation through the Eastern Bypass all provide significant potential for it to grow its role as a visitor economy.

## 6.2 Ideas around Inclusive Growth

Commentators identified the key agenda around Inclusive Growth:

Ensuring career pathways is something mentioned by a number of interviewees. This is only possible where clusters grow to the size which enables businesses to 'hold people' and enable them to move within/between companies.

The University, Boole Technology Centre, Mosaic all identify their role in creating and retaining jobs and improving graduate retention. For example, the University of Lincoln has created 2,000 direct jobs and Boole Technology 90 jobs. A key aim of Mosaic is to "keep people here and to make Lincoln as a destination instead of Nottingham or Sheffield".

Mosaic is intending to create linkages to local schools to inform them about careers in the digital sector. It highlights the role of the digital

sector in facilitating innovation in other sectors in the city. Its tenant Scholarpack runs coding clubs for young people.

The Sincil Bank area was discussed which was described by some as having poor quality housing that was in need of updating. As students increasingly move into purpose-built accommodation there is also the risk that some houses in this area could be left empty.

The opening up of the North East quadrant of the City through the development of the Eastern Bypass will create opportunities to repurpose key sites such as the Allenby Industrial Estate and provide key employment opportunities in one of the most deprived areas of the City.

## 6.3 Key Sectors

The following key sectors were identified by informants:

**Defence** – driven by RAF Waddington this sector is important for the supply chain that is growing in Lincoln, but also for the skilled workforce it brings to Lincoln

**Agri tech** – this sector is driven by sites just north of the City at Riseholme and the Bishop Burton facility at the Lincolnshire Showground, linking into the wider history of agriculture in Lincolnshire and facilitating innovation within the sector, underpinned by the Holbeach Centre for Food Manufacturing, Lincoln Centre for Agri-Technology, and Boole Technology Centre.

**Digital** – this sector is described as small but "rocketing", underpinned by growth in defence, HE and agri-tech. The newly opened Mosaic hub

provides a focal point for the sector in the City, though Hykeham is also a key area of growth.

**Healthcare** –this sector is very important with the presence of the County Hospital and the development of Lincoln Medical School, which is being established partly to help attract and retain medical professionals, alongside the Schools of Pharmacy and Chemistry at the University of Lincoln.

**Engineering** – this sector was identified as important but vulnerable, and in need of support to ensure jobs are retained in Lincoln particularly for companies whose HQs are elsewhere. The Lincoln Science and Innovation Park was identified as a key driver in the context of this sector as is the School of Engineering at the University of Lincoln, which is a joint venture with Siemens.

**Retail** – this sector was described as lacking resilience and beholden to national trends. There were views however that a consolidation of the retail core north of the railway line, with the St Marks area evolving a residential character over time would help build the resilience of the offer. Key opportunity sites such as the redevelopment of the indoor market were identified as part of the discussions.

**Visitor Economy/Creative Industries (also related to digital and retail)** - respondents highlighted this sector as important for ensuring ‘stickiness’ of Lincoln for arts graduates (e.g. via provision of makerspaces) and in its role in the quality of life offer of Lincoln. However, theatres, museums and galleries are under threat due to funding constraints. Some aspects of creative industries link strongly across to digital (e.g. craft and design, web design, marketing). Enhanced connectivity to London and the scale

of the investment in the Castle/Cathedral offer were highlighted as causes for optimism.

**Social Economy** – around themes such as creative industries, local growing, health and care there has been a blossoming of the informal and social economy sectors in Lincoln. This in some sense marks its transition to a mature University City with its relatively more dynamic mix of people and interests driving social innovation around enterprise. This aspect of the economic development of the City was highlighted as providing the potential to address market failure in a number of areas and potentially linking to the inclusive growth agenda.

#### **6.4 Key neighbourhoods**

The following key sites sections of the City were identified as potential areas of future interest

Teal Park – for employment growth. Only a small proportion of the site is currently in use and it is strategically placed for easy access to major infrastructure and to benefit from the growth currently being experienced in north Hykeham.

LSIP (together with St Marks and the University) – this sector was identified as a key City Centre area for employment growth.

Sincil Bank – This was identified as a key area for redevelopment of industrial sites and ensuring Inclusive Growth for local residents. The agenda here was described as being about ensuring that local people can access newly created jobs and are connected to the City.

Western Growth Corridor – This was reaffirmed as the premier opportunity site in the City. Major challenges around connecting it effectively into the wider infrastructure needed to ensure its success, remain. Some commentators were cynical about the ability to achieve its full potential.

## 6.5 Key Constraints

A number of key constraints were identified in terms of the physical infrastructure of the City these involved principally

Lack of super fast broadband

Lack of power capacity

Low profile of Lincoln – Lincoln was described as less well known than it might be and a place where from the perspective of some there was still limited ambition. One commentator characterised it as “a brilliant city but people don’t know where it is.” The role of Visit Lincoln in raising the city’s profile was recognised. A number of external commentators identified that whilst there had been prodigious growth as a consequence principally of the University, Lincoln was starting from a low base and still had a very significant way to go before it is perceived to have the functionality of a credible City on a par with “the big 3: Nottingham, Leicester and Derby” in our region.

## 6.6 Key Opportunities

Interviewees identified the following key opportunities going forward

Lack of power supply means there is an opportunity to lead the way on power generation via water and solar, and to create jobs in these areas.

Improving the quality of the existing housing stock (e.g. in Sincil Bank) but also ensuring supply of the ‘middle tier’ of housing for young families in Lincoln.

Lincoln should be lobbying for 5G to be rolled out across the city and county – in contrast to the predominantly urban areas that are prioritised currently

The potential to attract HQs of military contractors to Lincoln, particularly as the MOD is committed to Istar expansion at Waddington

The potential for close working relationship between School of Chemistry, Pharmacy and Medical School with Coop pharmacy service facilitated by LSIP – this encompasses all elements of the pharmaceutical supply chain and creates potential for activities such as pharmaceutical testing.

Potential to increase provision of workspace for creative sector businesses and graduates, e.g. through the development of sites such as the Barbican Hotel

Potential to increase viability of theatre spaces like Drill Hall though joint management with LPAC – the Lincoln University Arts Centre

The increase in the frequency of the Lincoln-London direct train service which creates opportunities for city centre businesses – e.g. Mosaic tenants value the city centre location which is convenient for visitors from London

Lincoln as a “smart city” – the potential to bring skills, digital business, infrastructure together and perhaps use the WGC as an opportunity to implement new technology

The creation of a “welcoming administrative framework” – an open door that businesses can walk through to talk to someone, as well as favourable business rates and planning policy. This opportunity includes scope for Lincoln City Council to act as a ‘neutral sorting house’ for businesses seeking support.

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## LINCOLN TOWN DEAL BOARD

**DATE OF MEETING:** 27<sup>th</sup> February 2020

**SUBJECT:** Lincoln Transport Strategy

**REPORT BY:** Karl Gibson – Senior Project Leader, Lincolnshire County Council

### **BACKGROUND**

Lincolnshire County Council (LCC) is seeking to publish a new strategy to support the economic and spatial development of the Lincoln urban area and beyond through the delivery of improvements to access and transport. Through the LCC Technical Services Partnership, WSP were commissioned to undertake a project to develop a new Transport Strategy.

The current Lincoln Integrated Transport Strategy (LITS) was developed by LCC in 2006 and updated in 2008 with a progress review conducted in 2013. Since the adoption of LITS, LCC has made significant progress in securing funding for and completing a number of major transport schemes, improving public transport and enhancing access for pedestrians and cyclists. Of particular note over recent years have been the completions of the A46 Teal Park Dualling, the East-West Link in the city centre and a number of pinch-point schemes. These have been supported by Quality Bus Corridor improvements and the very successful Access LN6 sustainable travel project.

LCC is also now pressing on with the construction of the largest project in LITS, the Lincoln Eastern Bypass, due for completion in Autumn 2020, which will remove substantial amounts of strategic through traffic from the city centre.

In early 2017, the new Central Lincolnshire Local Plan was adopted by the Central Lincolnshire Joint Strategic Planning Committee, setting out the spatial development policy for the period up to 2036. The Plan includes very significant ambitions for growth in and around Lincoln and a new strategy is required to identify access and transport-focussed proposals to help support that growth. The Plan is currently being reviewed and with the completion of the strategy the options within it can be embedded in the new Plan.

Since LITS was developed, transport plan-making has evolved, and contemporary approaches focus not just on the transport services and schemes that need to be delivered but also consider these in the context of broader economic and spatial planning aspirations. Transport strategies need to be developed as part of an integrated suite of policies that aim to improve the economy of areas, steer their spatial development and improve access and transport for both communities and businesses.

Travel and the resulting need for transport is a response to the need for people to have access to their daily needs and businesses to their raw materials and markets. As such to properly plan travel and transport a good understanding of accessibility needs is required as well as the associated impacts on transport services and infrastructure. The resulting output of this strategy is therefore to set out proposals to improve accessibility as well as identifying transport interventions.

## **THE STRATEGY**

The new Lincoln Transport Strategy has been developed by Lincolnshire County Council, City of Lincoln Council, North Kesteven District Council and West Lindsey District Council. It aims to provide a clear vision for the future of transport across the Lincoln area.

The development of the strategy included an extension engagement process with members, stakeholders, officers and the general public, through drop-in events, workshops and a questionnaire.

It sets out to enhance our transport network, improve choice and inclusive accessibility and support the continued growth of the city and surrounding area.

The strategy will help deliver a modern, sustainable and future-ready transport network in and around Lincoln so the area can continue to grow sustainably, meeting challenges and taking advantage of future opportunities.

Attached to this report is a summary document of the transport strategy that was released to the press on 17<sup>th</sup> February 2020.

## **NEXT STEPS**

The main transport strategy is being finalised ready for the Lincolnshire County Council Scrutiny committee on 9<sup>th</sup> March 2020. Should the committee endorse the strategy the Executive Councillor for Highways Transport and IT of Lincolnshire County Council will then be in a position to formally approve the strategy shortly after.

## **DISCUSSION**

Please see the attached the summary document of the Lincoln Transport Strategy.

## **RECOMMENDATION**

The Town Board endorse the strategy.

The Town Board to identify the schemes within the strategy to promote through the Town Deal.





# Lincoln Transport Strategy

2020-2036

Summary Document

# 1 Introducing the strategy

## Overview

The new **Lincoln Transport Strategy** has been developed by Lincolnshire County Council, City of Lincoln Council, North Kesteven District Council and West Lindsey District Council. It aims to provide a clear vision for the future of transport across the Lincoln area.

It sets out to enhance our transport network, improve choice and inclusive accessibility, and support the continued growth of the city and surrounding area.

The strategy will help deliver a modern, sustainable and future-ready transport network in and around Lincoln so the area can continue to grow sustainably, meeting challenges and taking advantage of future opportunities.



## What is the purpose of the strategy?

The overall purpose of this transport strategy is to provide a future-ready transport network that improves access and supports people, businesses and organisations to fulfil their daily activities. There are significant challenges that will affect Lincoln, its people and its economy over the coming years. This strategy will have a significant role to play in addressing these:

- A need to **support planned economic growth**, including significant proposals for increasing housing and employment.
- Successfully meet the travel demand across the strategy area in how people access different activities such as **employment, education, healthcare, retail, and leisure and tourism**.
- Providing and maintaining an **inclusive and reliable transport network** to strengthen Lincoln's economy and communities.
- The **significant environmental challenges** and addressing the **impact of travel**. This includes increasing the resilience of our transport networks and playing our part in meeting the target of **net zero carbon emissions by 2050**.

## 2 Vision & Objectives

### Vision

'By 2036, having delivered on its ambitious growth aspirations, Lincoln will be a more prosperous, attractive and healthy place to live, learn, work and visit. This will be supported by an inclusive and collective approach to accessibility and movement across all communities enabling businesses to succeed, carbon emissions to be reduced, new advances in technology to be embraced and will provide an improved quality of life for all.

Links between the cultural, civic, retail and university quarters will be strengthened and its urban extensions will have exemplar sustainable infrastructure to integrate with the city. There will be a change of focus in movement across the strategy area, with walking and cycling at the heart of the city's movement network.

This will be supported by a network of green corridors, multi-occupancy and shared passenger transport options and reductions in traffic within the urban area. Transport connections to satellite conurbations will be enhanced and the strategic network will be efficient in driving the city's economic growth and prosperity'

### Objectives

To **reduce traffic** in the urban area.

To **deliver inclusive access** by ensuring a customer-focussed approach and providing a wider choice in whether, when and how people travel.

To prepare the strategy area for **future mobility** including electric, shared, connected and automated mobility as well as the business models that support them.

Promote technologies to allow more people the ability to work, learn, manage health care, shop and socialise **without the need to travel**.

To support and help grow Lincoln's economy by **improving access** to employment, education, resources and markets.

To increase partnership working and shared responsibility for the **improvement of accessibility and transport**.

To improve **rural accessibility** to the wider strategy area and beyond.

To provide an **efficient strategic road and rail network** for long-distance connections to other major centres and international gateways.

To **rebalance movement** towards walking, cycling and multi-occupancy, shared mobility and passenger transport options.

To **increase access to education** while reducing the impacts of physical access to schools, colleges and universities.

To **enhance the health and wellbeing of communities** through improved air quality increased physical activity and safety.

To **protect and enhance the historic and cultural environment** of Lincoln.

To minimise the impact of transport on the **natural environment** and improve access to open space, particularly with green corridors.

To **reduce carbon emissions** to enable the county council to reach its zero emission target in 2050 and mitigate the impacts of climate change.

To **manage and support new housing and employment sites**, including the sustainable urban extensions, ensuring that they mitigate their impacts whilst also delivering exemplar sustainable infrastructure to connect with the wider strategy area.

### 3 Defining the strategy



#### *Delivering for the current & future population*

The strategy covers a period of time when Lincoln, and the country as a whole, is expected to experience a significant amount of change.

These changes include:

- Rapid changes to how we move around as a result of new technologies, mobility needs and operational models.
- Considerable population growth in and around Lincoln between now and 2036, including plans for new major housing growth.
- Climate change and the need to address the impact of transport.

The strategy aims to face these changes by:

- Considering how we can increase choice and flexibility within the transport network by utilising new technologies.
- Mitigating the impacts of population growth and new housing developments so they can have a positive social, economic and environmental impact on both new and existing communities and the wider economy.
- Working towards the net zero emission goal set out in the governmental policy by a wider range of affordable, reliable and environmentally-friendly travel options.



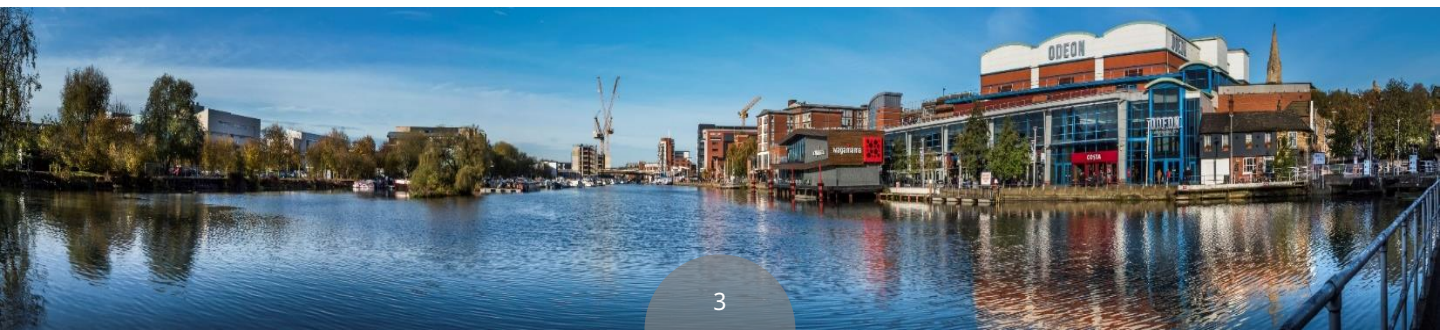
#### *Defining priorities*

The strategy focuses on accessibility and transport improvements that deliver what the economy needs to thrive, as well as supporting the growth of the cultural, civic, retail and university quarters.

Key to this is the provision of reliable, connected and less congested journeys that offer greater certainty and reduced costs to both communities and organisations.

A fundamental part of the strategy is the need to improve choice, so there is a focus on walking and cycling supported by a network of green corridors, multi-occupancy and shared passenger transport options.

This is underpinned by infrastructure that improves the strategic transport network and supports a reduction in traffic in the urban area.



## 4 The strategy

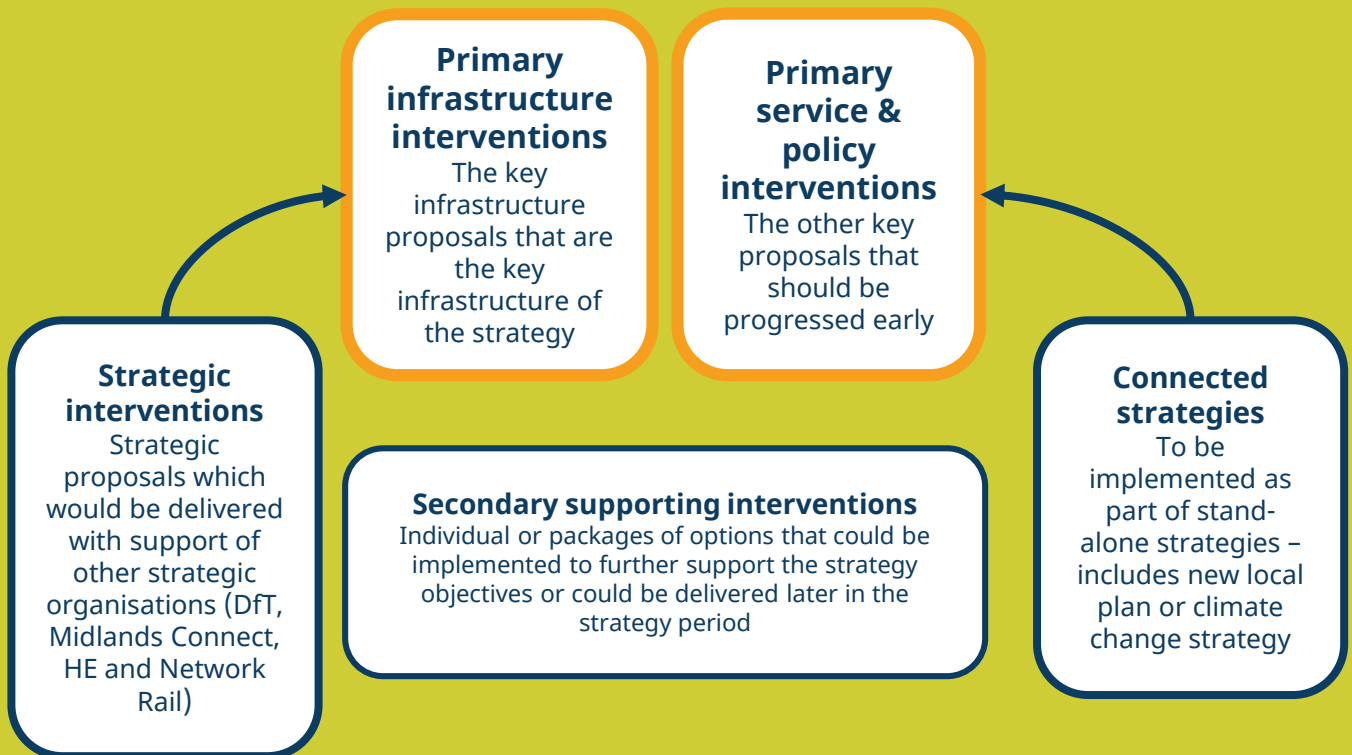
Future Mobility and active travel are at the heart of the strategy and intrinsically linked to the other priorities and major developments within the strategy area.

By influencing travel behaviour and mitigating the impacts of traffic, we will improve conditions for prioritising cycling and walking, as well as promoting shared and multi-occupancy passenger transport.

Ultimately, it will support the delivery of a thriving economy, improve the wellbeing of communities and protect and enhance the environment.

### Strategy components

The strategy is made up of a number of connected components that, together, help to achieve the vision and objectives. The strategy is made up of:



## 5 Interventions



### *Pillars of the strategy*

These will form the priority infrastructure, service and policy interventions and include the following:

#### Primary infrastructure interventions

#### Primary service & policy interventions

- **North Hykeham Relief Road** – New dual carriageway to help reduce congestion
- **Green corridors** – Providing high-quality traffic free routes for pedestrians and cyclists
- **Lincoln walking and cycling network** – Enhancing walking and cycling infrastructure
- **Mobility hubs** – Promoting shared mobility and multi-functional transport interchanges
- **Public realm and environmental improvements** to Broadgate and Wigford Way/St Mary's Street
- **Electrification package** – Expanding the electric charging network and uptake
- **Bus priority** – Improving access and new routes
- **Flexible demand responsive transport** – New flexible on-demand connections
- **Digital** – Upgrading digital connectivity via better WiFi and 5G
- **Payment & ticketing** – Enhancing public transport through smart ticketing
- **Behaviour change programme** – Promoting sustainable travel
- **Education travel** – Improving access to education and reducing the impact of school travel
- **Sharing package** – Improving access to shared and on-demand mobility services
- **Last mile package** – Helping people on the final stage of their journey
- **Parking strategy** – Delivering better parking that supports the wider strategy
- **Sustainable urban extensions** – Developing a Movement Plan for the SUEs
- **Safety package** – Providing a safer network





## Strategic interventions & connected strategies

### Strategic interventions



The strategic options would be delivered with support of other strategic organisations including Department for Transport, Midlands Connect, Highways England and Network Rail.

- **Support and promote A46 Newark Northern Bypass scheme:** Highways England are progressing the case to dual the A46 Newark Northern Bypass. The support of LCC and the strategy will form an important part of building the case for the scheme.
- **A46 (North & West) improvements:** Including improvements and upgrades to the key junctions and dualling the remaining sections of the A46.
- **Rail service improvements:** Looking to improve the overall functioning, standards and offering of the rail service in Lincoln by increasing current service frequencies and increasing the capacity of trains, including the number of cycle spaces.

### Connected strategies



The connected strategies are those areas which cover a much wider remit than just transport, accessibility and movement and are connected to other functions and services.

- **Land use package:** This package will look to further integrate the Lincoln Transport Strategy with the emerging Local Plan. It will ensure that access and sustainable travel are at the heart of the delivery of new developments.
- **Digital strategy:** A new digital strategy will set out how the development of digital networks will be delivered and supported. It will look to increase the number of services delivered online and consider the future trends and opportunities, ultimately helping to improve accessibility and reduce the need to travel.
- **Maintenance strategy:** This strategy will look at the management of infrastructure assets across the strategy area and it will aim to maintain a high-quality and resilient transport network.





## Secondary supporting interventions

The secondary interventions are lower priority schemes that will be delivered where additional support is required. They will support the key pillars and include the following elements:

- The **air quality package** aims to provide air quality information online to support behaviour change and reduce emissions.
- The **automated travel package** will look at the emerging autonomous vehicle technologies and the potential opportunities across the strategy area.
- The **bus quality package** will involve working with bus operators to improve the experience for bus passengers by upgrading the quality of the bus fleet.
- We will look at the feasibility of providing an **electric shuttle** connecting the downhill area to the uphill area and increasing the frequency of the walk and ride service.
- The **enhanced bus services** package will aim to work with operators to take advantage of the investment in bus priority, increasing service levels and extending the operating hours.
- The **new bus service** package aims to connect areas within the strategy area that currently do not have bus services.
- A review of the current **taxi licensing policies** of the three districts, North Kesteven, West Lindsey and City of Lincoln and consider the requirement for **lower emission taxi vehicles**.
- The **bus interchange improvements** will look at the longer plan for the city centre bus interchange.
- To protect the fabric of Lincoln cathedral we will consider **restricting vehicle access along Minster Yard** to only allow for access, deliveries and bicycles.
- The **junction operation package** looks to improve the current operation of a number of junctions identified as being under significant pressure.
- The **rail interchange package** will consider the feasibility and viability of re-opening of previously closed railway stations and the introduction of Park & Rail services.
- The strategy aims to support the transport elements of the **Sincil Bank regeneration project**, including speed limit reductions, residents only parking zones, and improving the public realm.
- It also aims to support the **visitor economy** by working with partners to promote sustainable travel options to and between attractions in the strategy area.



## 6 Delivering the strategy



### A collaborative approach

The Lincoln Transport Strategy Board will continue bringing together stakeholders from a range of disciplines and using their collective experience and expertise to deliver the strategy. The board will capitalise on existing and potential future funding opportunities and steer the short, medium and long-term implementation of the proposals set out in this strategy. It will encourage its board members to take a lead on progressing elements of the strategy that fall within their remit.

Funding will be key to achieving the objectives and delivering the strategy. This is likely to remain a challenge, so identifying, providing and securing funding will be a fundamental role of the strategy board.

A number of measures proposed in the strategy do not rely on public sector funding and have the potential to deliver significant long-term benefits, helping to save money by reducing the need for significant investment in the future.

The substantial plans for growth in the strategy area offer extensive opportunities to secure third-party funding. These growth plans will also provide opportunities for collaboration with developers so we can embed sustainable travel patterns into new developments and secure funding for off-site measures.



### Programming the strategy

The strategy provides a long-term plan for movement and transport to align with the Central Lincolnshire Local Plan.

The proposals in the strategy will be delivered in the short, medium and long term. Some proposals will have set timescales while others remain on-going through the entire strategy period. The strategy board will ensure that measures are delivered as soon as is feasible.



### Monitoring the strategy

Continuously monitoring and reviewing the strategy is vitally important to ensure progress is being made. The strategy board will undertake high-level monitoring and will be responsible for regularly reviewing the progress of the individual measures.





## Town Investment Plan – Progress, Programme & Emerging Vision

### Progress

Since the first meeting of the board, the following milestones have been achieved:

- Analysis and final report on evidence base and stakeholder consultation
- Convening of Delivery Board and workshop sessions to identify high level vision, outcomes and priorities for further development with associated leads
- Project proforma and scoring criteria for high level assessment developed & circulated
- Wider stakeholder consultation taking place via Citizen Panel (virtual) reaching 600 residents in March 2020

### Programme

Proposed programme to meet accelerated timeline, allowing for development of high-level project proposals and appraisal, stakeholder consultation and internal reporting to meet Lead Council requirement.

Milestone	Date
Delivery Board	12 Feb 2020
Leads to complete project proformas	12-26 Feb
Town Deal Board	27 Feb
Appraisal of project proformas	3-9 Mar
Public consultation via Citizen Panel	3-31 Mar
CoL CMT (approve draft Exec Report)	3 Mar
Delivery Board meeting to review project scoring	9-13 Mar
Growth Conference	11 Mar
Report Deadline CoL Exec	12 Mar
CoL Exec	23 Mar
Drafting final TIP	24 Mar – 30 Apr
Approval of final TIP	May 2020

# Lincoln - Town Deal Programme – High Level Vision & Outcomes

Vision



A world class heritage city with a diverse and dynamic economy; where harnessing the power of digitalisation drives investment, productivity, skills, innovation, business growth and employment to improve service delivery and raise the quality of life for all, securing Lincoln’s future as a successful and sustainable, smart and prosperous city where people want to be.

Outcomes



Lincoln will realise its full potential as a vibrant Cathedral city through effective digital promotion and continued investment in its cultural, leisure and heritage assets. The regeneration of strategic sites will further strengthen the urban core through the development of high quality, sustainable workspace and city living to satisfy a growing demand.

Building on its strengths as a centre for learning and research, Lincoln will position itself as a Living Lab – the Lincoln Living Lab - where organisations can collaborate, co-design and test innovative products and services to enable smart growth.

The delivery of a Sustainable Transport Strategy, underpinned by digital technology, will enable efficient movement through the city and work with partners will strengthen the already strong inter-city connections to and from Lincoln.

Investment in training will be tailored to serve industry, the key growth sectors and to address skills gaps. Lincoln will seek to secure the local delivery of specialist training (such as digital coding) to improve workforce skills and support a transition to a higher skill, higher wage economy in which everyone can participate.

Target Outputs

Top 10% in UK for productivity  
A high wage economy

Top 10 in UK for lifestyle offer  
Top 10 in UK for start-up growth

Top 10 in UK for graduate retention  
Higher than average skills levels

Baseline



Lincoln is the focus for growth in Greater Lincolnshire, with 2 universities, FDI and strong business growth (20% between 2008-13). The city is an established visitor destination with an expanding cultural offer, digital and creative sector. Lincoln has benefited from major investment in transport, educational and cultural assets in recent times but remains predominantly a low-wage economy. GVA per head is above regional average but the City is underperforming relative to other cities. Lincoln is one of 10 districts with lowest salaries in the country and wage growth lags behind neighbouring districts. The City ranks 68<sup>th</sup> most deprived district/317 with health & education of particular concern. 10 LSOAs are in the top 10% most deprived; life expectancy has decreased and only 24.2% of the population qualified to NVQ 4. Growth & investment have brought optimism but there are significant barriers to growth both in terms of infrastructure and workforce skills.

# Lincoln - Town Investment Plan - Proposed Phase 1 Delivery

L3 – Lincoln Living Lab – The City is the place to test your technology, pilot your innovations, trial concepts, develop your ideas in a collaborative, supportive environment as part of a public-private-people partnership.

Overarching Concept

↑  
Key Delivery Areas

↑  
Town Fund Focus

↑  
Emerging Activities & Projects

## Digital Connectivity: Hard & Soft Infrastructure

**Initiatives that support the growth of the digital sector:** Attracting national and international digital investment, maximise private sector leverage, support new business start-up, SME development & sustainability, retain graduates.  
**Initiatives that support key business sectors utilising digitalisation** to improve productivity, develop more sustainable business models, drive innovation and business growth.

- Real-life pilot demo of Living Lab approach to support bid
- Development of apps to build demand & prove case for investment in hard infrastructure
- Business Infrastructure/space
- Digital place-marketing – live, work, invest, visit
- Digitalisation of non-digital business

## Transport Connectivity: Lincoln Transport Strategy

**Connectivity Initiatives:** Utilising digitalisation to support delivery of the Lincoln Transport Strategy objectives centred on promoting non-car usage and sustainable movement options – particularly around the use of digital information to inform customer choice.

- Development & delivery of mobility hubs in existing communities and the city centre
- Bus priority
- Cycling/walking links in and around the city centre (e.g. Broadgate & Wigford Way)
- Development & delivery of digital packages supporting transport/movement

## Skills

**Initiatives that develop the skills required to support the digitalisation agenda:** improving digital based skills, using digital to deliver skills/learning quicker and more flexibly to create an agile and flexible workforce.

- Potential for coding academy
- Potential for International Tourism/ Hospitality college
- Sincil bank community skills & business incubation
- Development of flexible bespoke training tailored to business

## City Centre Vibrancy & Urban Regeneration

**Regeneration of strategic sites to strengthen the urban core** to satisfy demand for workspace, commercial & leisure uses and city living – all contributing to growth and prosperity as part of an enhanced 'lifestyle offer'

- Central Market, Cornhill & City Square
- Barbican Production & Makers Hub
- Tentercroft Street
- LSIP
- WGC
- Digital place-marketing

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